



**COMATEC**®

news





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## Comatec is growing and internationalising



***The owners of Comatec Group have set an annual growth target of 10 per cent for the company. It is obvious that the low level of investment in the domestic market and the similar outlook for the near future will not provide a sufficient growth basis to meet this target. Therefore, the Group has set its sights on international markets. The owners and management have made substantial intellectual and financial investments in committing themselves to implementing the internationalisation plan drawn up for 2016–2018. The goal is to grow into a significant operator in the sector throughout the Baltic region, and to become established in all markets important for implementing the strategy.***

Of course, implementation of this plan did not start from scratch. Comatec Group constantly has ongoing export projects in more than ten countries around the world. Furthermore, the Group has already been established for several years in Estonia, where its operations have developed favourably and its local office has become an important provider of design and expert services in its area. In the bigger picture and taking into account the indirect exports via Comatec's customers, nearly 90 per cent of our assignments are related to international trade. In other words, there is an ample background for the internationalisation plan.

I have seen Comatec's operations since 2015, and as a member of the board since 2016. During this time, I have witnessed the determination with which the Group pursues the goals it sets for itself. Another thing I have observed is

that the goals are realistic and the investments made to achieve them have been correctly sized. On this basis, it is easy for me as a board member to contribute to implementing the chosen strategy and steering its realisation.

In this issue of Comatec News, we tell of the significant corporate acquisition that has established us in Poland and Sweden. In addition, Comatec's range of products in embedded systems, robotics and software development will expand substantially, providing more extensive possibilities for developing IoT technologies and electric vehicles, for example.

It is clear that successfully implementing the internationalisation strategy will also require changes in the group's current functions, for example in the form of an enhanced service strategy, targeting our offering at different markets, internal operating models and the management system. Although the aim of our international growth plan is to win new customers, the development measures we take will also immediately benefit our existing customers. When we successfully implement our strategy, we will also be able to provide our current customers with a competitive edge and strong support for implementing their own strategies.



**Kari Ollila**

**Member of the Board, vice chairman**

**Comatec Group**

### **Publisher**

Comatec Group  
Kalevantie 7 C, 33100 Tampere  
Tel. 029 000 2000  
www.comatec.fi

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Poland

### **Editing and implementation**

Comatec Group  
Taina Syrjänen, tel. 040 593 1259  
taina.syrjanen@comatec.fi

### **Author**

Taina Syrjänen

### **Feedback, subscriptions, cancellations**

Taina Syrjänen, tel. 040 593 1259  
taina.syrjanen@comatec.fi

## Comatec purchases Cadring Group

*Insinööritoimisto Comatec Oy, the parent company of Comatec Group, has, in a transaction on 7 December 2016, purchased the entire share stock of Cadring Group companies Cadring Oy and Cadring Sweden AB, and has acquired a majority holding in Microteam Oy and Polish company Cadring Polska Sp. z o.o., and 50 % of the share stock of Cadring India. The companies acquired have combined net sales of some EUR 7 million and employ more than 130 people.*

*Through this transaction Comatec Group is strengthening its knowhow especially in the comprehensive design of mobile machinery, industrial production systems and commercial vehicles. Taken as a whole, the acquisition is a major element in the growth and international expansion of Comatec Group in accordance with its strategy. As a result of this transaction Comatec Group net sales will rise to EUR 35 million in 2017. The number of employees will increase to 500, with offices in five countries.*

*Comatec Group's offering will grow, especially in the design of commercial vehicles and in industrial electronics, and the Group will be able to offer its clients a more comprehensive range of service packages. The transaction strengthens Comatec Group's knowhow in embedded systems, robotics and software development, opening up broader opportunities for developing IoT technologies and electric vehicles.*

### Further information:

*Aulis Asikainen  
President and CEO  
Comatec Group  
Tel: +358 400 504 021*

*Mika Kaitonen  
Managing Director  
Cadring Group  
Tel: +358 50 330 7927*



## We participated in the Contact Forum

*Comatec Group participated in the Contact Forum, a recruitment event for university students and graduates, in Helsinki on 7 December 2016.*

*Our objective was to talk with future engineers, to spot new talent and to hear young students' thoughts about what they expect of their future jobs and employers.*

*Several students visited our stand, some of them already familiar with Comatec, but most of them learning of the company for the first time.*

*Following the event, we have already received several good applications, and we believe that new competent professionals will soon join our team.*



## New talent in Comatec Group

*The following competent professionals have joined the Comatec Group in July-December 2016:*

### **Insinööritoimisto Comatec Oy**

*Eetu Mäkinen has started as a financial assistant and Minna Riekkinen as a Payroll Officer in Comatec's Group Administration.*

*In the Electromechanical Systems and Components business unit, Leevi Lehtisalo, Pekka Mansikka-Aho, Sakari Salmi, Esa Salminen and Martti Autio have been appointed as Designers. Ossi Martikainen has started as Head Designer and Seppo Naakka as a Project Manager.*

*In the Mobile Machinery business unit, Jukka Luutikivi, Juuso Hyrkkö, Jukka Kenttä, Jussi Peurala, Jussi Esko and Jani Pitkänen have been appointed as Designers. Lauri Veitonmäki has started as a Junior Designer and Markus Vehmaa as a Trainee. Antti Harju has taken on the role of Head Designer.*

*In the Material Handling business unit, Mika Peltola has started as a Product Manager.*

*In the Electricity and Automation business unit, Hannu Korttesmaa has been appointed as a Senior Designer and Kalle Lehtonen as a Junior Designer.*

*In the Processing Machinery and Plant Engineering business unit, Otto Pahnla has started as a Junior Designer and Lari Weck as a Senior Designer.*

### **Rantotek Oy**

*Vesse Kaukonen, Tytti Soininen and Noora Vairinen have started as Designers and Jukka Tuominen has been appointed as a Project Manager.*

### **Comatec Estonia OÜ**

*Dennis Rybalkin has started as a Designer.*

# More extensive service for Comatec's customers

*Comatec acquired the Cadring Group companies at the beginning of December 2016. The transaction will strengthen the expertise of Comatec Group, particularly in the holistic design of mobile machinery, production equipment and commercial vehicles. The corporate acquisition is a significant part of Comatec Group's growth and internationalisation process in line with its strategy. The Group will be able to provide its customers with more comprehensive services.*

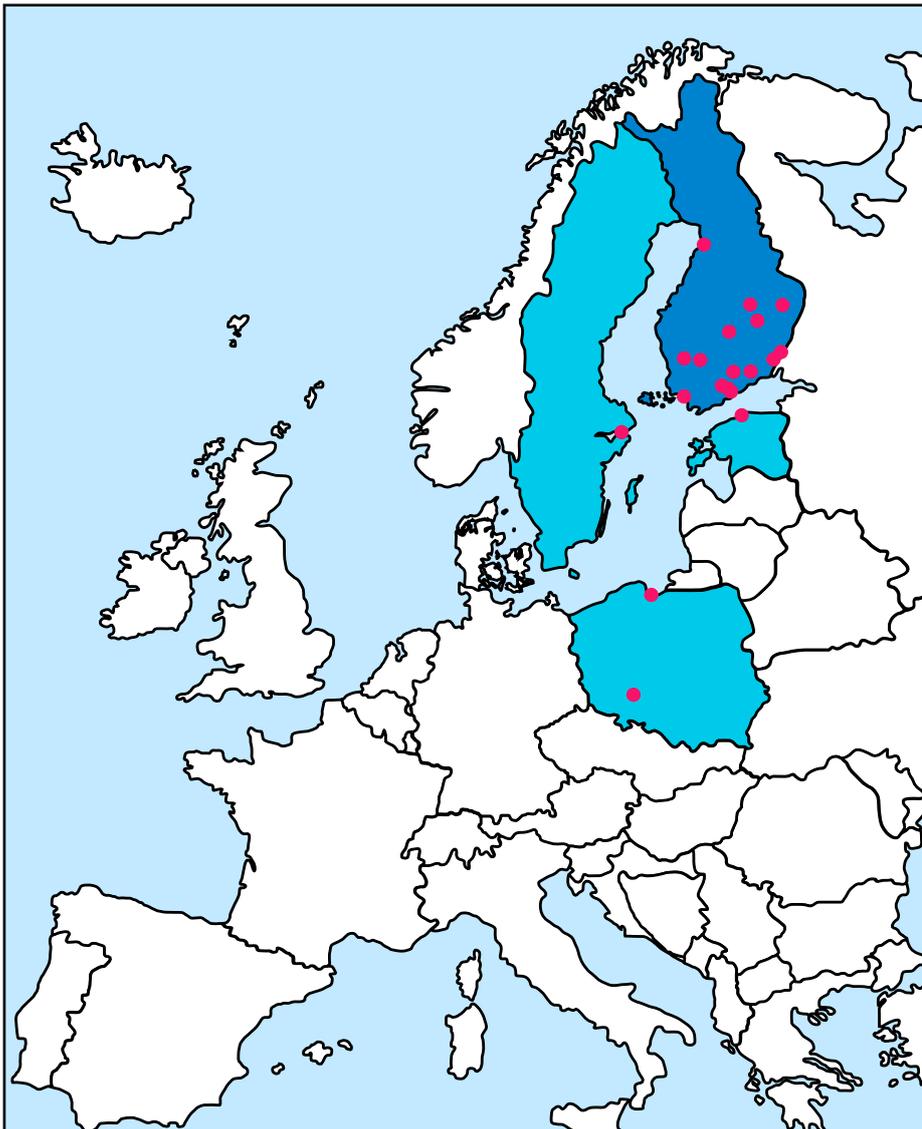
TEXT: TAINA SYRJÄNEN

The transaction will strengthen Comatec Group's strategic pursuit of growth and internationalisation. Comatec Group now has operations in twenty offices in five countries. At the same time, we are growing into a Group employing five hundred professionals.

In addition to the offices in Finland and the already-established Tallinn office of Comatec Estonia OÜ, we now have offices in Wrocław and Gdansk in Poland, as well as in Sweden and India.

Comatec Group's automation and

software expertise will be further strengthened by the competence of Microteam Oy. Our project and technology competence will significantly increase. Buses, electric vehicles and robotics are examples of new fields of technological expertise for us. Mechanical design, a field

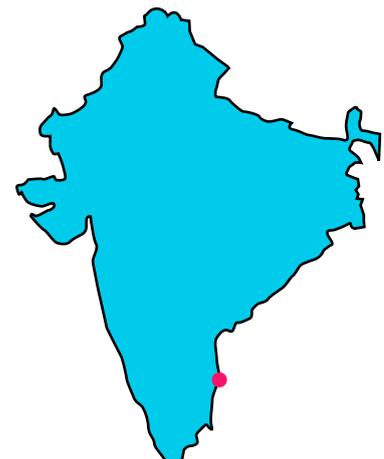


## Comatec Group:

- 500 employees
- Net sales EUR 35 million in 2017
- 20 offices
- Operations in five countries
- 15 offices in Finland

## Offices in other countries:

- Tallinn, Estonia
- Wrocław and Gdansk, Poland
- Stockholm, Sweden
- Chennai, India



where we are already strong, will be further enhanced.

The best qualities of Comatec and Cadring will complement each other, and by combining our fields of expertise, we can provide our customers with substantial added value. Extension of the range of services will enable us to offer more comprehensive design and product development projects.

## **Cadring Polska Sp. z o.o.**

Cadring Polska Sp. z o.o. has been operating in Poland since 2009. The Polish market is much bigger than the Finnish one, and Germany, the economic giant of Europe, is a permanent trade partner. Cadring's vision was to create an international partner network where the most effective design and production solutions are always available.

There are currently almost 80

employees in Wrocław and Gdansk working primarily with the design of commercial vehicles. The name of the company will change to Comatec Poland, and it will be an integral part of Comatec Group.

## **Microteam Oy**

As part of Comatec Group, Microteam Oy will strengthen our automation and programming services. We can offer our customers more extensive solutions by combining the entire competence of the Group in electronics, automation and software design.

In particular, Microteam will bring to the Group competence in embedded systems software. As a developer of software for embedded systems, Microteam's expertise covers the entire chain, from genuine real-time solutions to extensive networked systems. Microteam has long experience in making demanding industrial electronics smarter.

Microteam's team has international experience and specialises in implementing electrical and automation systems in mobile machinery and commercial vehicles. Microteam will bring the new field of expertise in the design of electric vehicles to Comatec.

Electric vehicles are expected to break into the mainstream in the next few years. Buses purchased for urban traffic are already predominantly hybrid vehicles, and fully electric buses are being tried out in many cities.

Comatec Group's electronic, automation and software design will grow into a unit of 140 experts. The transaction will enhance Comatec Group's expertise in embedded systems, robotics and software development, providing more extensive possibilities for developing IoT technologies and electric vehicles.



# Classic Akatemia is a springboard to the top

*The goal of Classic Akatemia is to create a good growth environment for young floorball players from which they can reach the top in Finland, and even internationally. The objective of the coaching is not only to provide sports education, but also to raise good human beings. It takes a lot of effort and high-quality training to reach the top. The boys find the motivation for that from their passion for the game. Comatec supports the activities of Classic Akatemia.*

TEXT: TAINA SYRJÄNEN

“Classic Akatemia was established six years ago. At that time, there were some 30 floorball players. Now there are 60. The players are 16–20 years old. Only boys play in this Akatemia of ours,” **Mikko Hernetkoski** explains.

“We have expanded our activities, but the objectives are still the same as at the beginning. We aim to create an optimal growth environment for the young players, from which they can advance to league players,” Mikko says.

“We want to offer the players the last step before reaching the top in Finland, and we seek to develop our players all the way to the international peak.”

Mikko Hernetkoski is the head coach for the A juniors, and he is also responsible for the entire A to D junior activities of Classic as a full-time job. In addition to coaching, he is also

responsible for developing the club's activities as a whole, which includes developing the coaching policy and overseeing its implementation.

The 2015–2016 season was a successful one for the teams of Classic Akatemia, as the A team finished the spring by winning bronze in the Finnish championship series, and the B team came second in its championship series.

**Eemeli Hakola**, a 17-year-old from Pori, plays in the A and B juniors, while **Jere Pulkkinen**, 19 years old and from Juupajoki, plays in A juniors. Jere is also one of the captains of the A team.

Eemeli's goal is to make the national team in spring and participate in the junior world championships. And of course, the goal of the national team is no less than to win the world championship.

“I am trying to achieve my goal by

training as well as possible and with a high quality. When the time comes to show what I can do, I'll try to do just that,” Eemeli says.

“Eemeli stands a good chance of making the national team in spring. Having said that, I must admit that the standard is pretty high. First you must stay in good health until spring. You must also avoid injuries. And your training must be of high quality, which is exactly what has been the case with Eemeli. He is sometimes a bit too eager. You must keep your wits when training,” Mikko says.

“If you want to make good progress, it requires full-time effort. Even the smallest factors matter: how you look after yourself, how you eat, sleep and train. But the efforts will reward you in the end,” Jere says.





*From the left: Mikko Hernetkoski, Simo Ruuskanen, Jere Pulkkinen and Eemeli Hakola.*

## Playing floorball since childhood

Jere has been playing floorball since he was a small child, because his whole family plays the game. As his parents were active players, it was not always possible to find babysitters, which is why Jere has spent a lot of time in the hall. Picking up the game came naturally. Jere played his first league match at the age of six.

Eemeli's mother has been playing floorball at league level for a couple of years. Eemeli has also spent a lot of time hanging around in the halls. That, and input from his friends, started his interest in the game. He has been playing for some 12 years now.

"My biggest achievement with the team was the Finnish championship in the men's series last year. My biggest personal achievement so far has been the fact that I made the national team," Eemeli says.

## Role of the coach

Thanks to floorball and Classic Akatemia, Eemeli has been living in Tampere on his own since he was sixteen. The club also has other players from faraway localities. When you live alone far from home, the coach is even more important.

"The coach is particularly important to me, not only where sport is concerned, but also as a person supporting me in my life. I usually ask for feedback

regarding the game, but sometimes I can ask my coach about matters regarding everyday life," Eemeli says.

"It is an enormous step to move away from home when you are 16 years old. Of course, we want to be there to support these kids. I have promised to help Eemeli whenever he needs it," Mikko says.

**Simo Ruuskanen** is involved in Classic Akatemia activities for the third season running. He is head coach of the B junior boys' team and a member of the A juniors coaching team.

Simo started playing floorball in 1994 and continued until 2000, when he started coaching. For ten years, he worked as a coach in Lappeenranta. During the 2009–2010 season, Simo was head coach of UHC Waldkirch-St. Gallen, a team playing in the first division in Switzerland. From there, he came back to work as head coach in Lappeenranta for a couple of years until Mikko Hernetkoski and **Passo Peltola** persuaded him to join Classic Akatemia.

"As a coach, it is my duty to support the boys in all possible ways," Simo says.

"Of course, the coach has an important role: he sets an example. You can also ask your coach about things that aren't related to floorball. We seek to support and protect."

"Naturally, the role of the coach also depends on the young person's

situation in life. The coach is important in more ways than just regarding sport. We also try to bring up good human beings," Mikko says.

## Team spirit

"The team spirit is created by the players. The coaches must not stand in the way of this," Jere says.

"The coach must look after the things that have been agreed on. A fair and honest atmosphere must be encouraged. You must keep your promises," Jere continues.

"Different personalities are an asset. They may even create some discord, which is not necessarily a bad thing, as it keeps the team on its toes. The players do not slip into their comfort zones so easily, and they even train a bit harder. New players usually have no problem finding their place in the team. And they sometimes become good mates, as has been the case with these two lads," Simo says.

"Floorball has been my passion since 1994. As a coach, I am inspired when I see the boys develop and get excited. This means progress, both for the individual and for the team."

"Floorball has brought me loads of new mates and friends, fine experiences and memories," Jere says.

"The best thing about floorball is to be able to win and enjoy the feeling of joy it brings. Winning is always cool," both boys agree.

# Competence is capital

*Continuous development of Comatec Group's personnel is an absolute prerequisite for maintaining competitiveness and for responding to our clients' demands. Developing and maintaining competencies related to the management and administration of projects is one of the focal areas for Comatec Group. At Comatec, we believe it is important that our most important asset – our competence – meets our customers' needs as closely as possible.*

TEXT: TAINA SYRJÄNEN

Comatec Group is an expert organisation whose competitive edge primarily consists of competence and a meaningful working method that supports productivity. At Comatec, we believe it is important that our competence meets our customers' needs as closely as possible.

In competence development, the goals of the organisation, the competence and interests of the individual, and the results of their work should be linked together so that we can provide our customers with correctly targeted competence in an efficient manner. It is also important to us that all Comatec employees have the possibility to experience success and new challenges that suit their individual competencies.

In competence development, we take into account the sector-specific competencies most important to

our customers, areas of professional competence, and Comatec's internal operating methods.

At Comatec, we draw up a training plan every year, which includes an assessment of the status of the personnel's competences and areas identified for development, as well as a plan for competence development.

For competence management, Comatec uses a competence map combining the competence required for the company's operations and the competencies of individual employees. This competence map allows us to systematically manage the competence of our personnel, the required areas of development and the targets.

The information in the competence map is used e.g. in planning customer projects. The management

of competence information both supports and enhances sales, as well as planning and allocating resources for projects. When used systematically, the information also improves the quality of our services, allowing us to allocate competencies to our customers' needs and respond to them in a timely manner.

## Career paths

Career paths at Comatec Group support the personnel in their development. The duties and responsibilities of individual jobs have been defined for the career paths. There are three different career paths: the expert path, the project path and the manager path.

Most of our personnel work on the expert path where work mainly consists of design work, which may be expert work related to larger solutions

*Comatec Group managers participating in the sales development day*



or in-depth expert work related to a single subject.

Our Energy Efficient Motion Control team is a prime example of in-depth expertise. Finland is one of the world's leading countries in research and development of electrical and hydraulic drives. Finnish experts are among the best in the world. Comatec's experts in the Energy Efficient Motion Control team are among these pioneers.

In addition to design work, employees on the project path have duties related to project competence. Both project management-related competence and technical competence are key issues on the project path.

We are experienced project operatives in different applications of industrial and machine manufacturing. Our customers appreciate our ability to allocate resources and implement extensive projects utilising the competence of Comatec to the full. Project competence is very important to us, and we also want to invest resources in our training activities to improve it.

The duties of employees on the manager path include sales and account management. The managers look after projects and lead the design work. They also have administrative managerial duties and responsibility for the competence development of their own staff.

## Internal training

Comatec organises both internal and external training. Training is coordinated by HR Specialist **Anne Talvitie**.

"Internal training is provided by our experts, who discuss matters related to their respective areas of expertise. In these cases, the training sessions concern subjects necessary for other designers. An example of this is our internal machine safety training sessions," Anne Talvitie says.

"In this one-day training course, we discuss the requirements for the CE marking on design work, we introduce the most salient EU directives, and

we give instructions for specifying and applying the required standards in design work. Machine safety training is part of the training plan related to risk management. We provide this training to every employee working with machine design."

"Next year, we will provide training on strength calculation as a new internal training," Anne says.

Ensuring that the personnel have sufficient competence regarding the standards, legislation and regulations guiding design work is vitally important for quality and risk management.

Quality training, mainly implemented as internal training, concentrates on Comatec's operating system, its methods and the tools to be used.

Comatec Group's operating system complies with the requirements of SFS-EN ISO 9001:2008. A certified operating system provides a competitive edge and is significant for internationalisation.

Comatec also encourages its personnel to take up voluntary studies. For example, the personnel can seek language training or similar organised by an external party and receive support for it from Comatec.

## External training

"We also organise training provided by external service providers. The partners in these cases are parties providing suitable vocational training. Suitable training modules, for example, have been tailored for Comatec," Anne says.

Training sessions intended for mechanical designers include *Manufacturing Techniques for Designers* and *Steel Structures*. The two-day training module intended for electrical and automation designers is called *Safe Electrical Engineering*".

These days, employees need various



HR Specialist Anne Talvitie

certificates and cards, which are only valid for a certain period and have to be renewed from time to time. These include occupational safety cards, electrical work safety cards, hot work cards and first aid cards.

Comatec Group currently has several employees with FISE qualifications as designers in charge of steel structures. FISE verifies the certifications of designers and site managers, as well as other experts, based on the law and complementing statutes and instructions, and maintains a register of them.

## Project training

Training sessions related to project competence include a training course intended for project managers, entitled *Comatec PM Professional* and a course for head designers, project engineers, designers and other project operatives, called *Comatec Basics of Project Management*. Project management training is implemented with a partner.

Comatec PM Professional training was first implemented in 2014. Ten people participated in the course, and some of them obtained an IPMA C certificate. Comatec PM Club is a continuation of earlier training schemes. Among other things, the objective is to share competencies, deal with project feedback, develop project activities and their associated practices, collect and share tacit knowledge, exchange experiences and discuss topical issues.

# Comatec Group offices:

## FINLAND:

### TAMPERE

Tel. +358 29 000 2000, Comatec Oy  
Tel. +358 20 766 0700, Microteam Oy  
Tel. +358 29 000 2090, Rantotek Oy

### VANTAA

Tel. +358 29 000 2000

### HYVINKÄÄ

Tel. +358 40 5563 299

### IMATRA

Tel. +358 29 000 2070

### JOENSUU

Tel. +358 29 000 2000

### JYVÄSKYLÄ

Tel. +358 50 555 6688

### JÄRVENPÄÄ

Tel. +358 400 675 778

### KANKAANPÄÄ

Tel. +358 2 5722 411

### KOUVOLA

Tel. +358 20 765 9425

### KUOPIO

Tel. +358 44 7414 440

### LAHTI

Tel. +358 29 000 2000

### LAPPEENRANTA

Tel. +358 29 000 2070

### OULU

Tel. +358 400 542 547

### TURKU

Tel. +358 29 000 2000

Tel. +358 20 762 2640

### VARKAUS

Tel. +358 29 000 2090

## OTHER COUNTRIES

### INDIA, CHENNAI

POLAND, WROCŁAW, GDANSK  
Cadring Polska Sp. z o.o.  
Tel. +48 71 342 16 07

### SWEDEN, STOCKHOLM

Cadring Sweden Ab  
Tel. +358 50 52 63 731

### ESTONIA, TALLINN

Comatec Estonia OÜ  
Tel. +372 5685 0845

Detailed contact information:

[www.comatec.fi/en/contacts/](http://www.comatec.fi/en/contacts/)

## Brain power for engineering



*Wishing you a Merry  
Christmas and a very happy,  
prosperous New Year!*

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