



SPECIMEN



POISED FOR GROWTH

JOTKEL is a successful family-owned and run Polish company with a diverse range of products, including server and IT casings, systems for machinery storage, as well as new offerings such as outdoor gym systems. Piotr Sadowski reports.



JOTKEL's history began 34 years ago, in 1978, when it was founded and set up by Jan Krzywonos, who today heads the business supported by his three sons and many other dedicated employees. "Altogether we have 170 staff who continuously work to ensure that our stable market position as well as ongoing development are ensured," says the company's owner.

"One of the most important business goals for us is to guarantee 100 per cent customer satisfaction and work closely with clients to develop products which best meet their needs. Around 50 per cent of our sales reach customers across export markets and so we must ensure that we offer a diversified range of products to satisfy all of our different clients."

Focus on R&D and product development

Innovation, diversification and flexibility are certainly key words when it comes to describing the business operations of JOTKEL. The company does not discriminate when it comes to the size of its customers. "Our offer is perfect for both large and small companies," says Mr Krzywonos. "We have over a dozen employees, both designers and technology specialists, who work specifically on our R&D activities and ensure that the JOTKEL offer is always being developed."

The company's products can generally be divided into two main groups. The first is a standardised range of products avail-

able for direct purchasing from JOTKEL's catalogue of products. Of this, around 30 per cent constitutes furniture and other logistical solutions for businesses. The second group of products is composed of a wide range of items, which JOTKEL supplies to customers under their own brands.

"We closely monitor the market to ensure that both main product groups are continuously being developed," explains Mr Krzywonos. "There are over 100 work stations in the company which are fitted with the latest technological solutions for quick reaction in production processes, such as laser-operated detection systems, bending centres for metal, assembly systems and others. Every day we process more than 40

manufacturing orders and try to make sure that all of our human resource powers are fully utilised."

Ongoing investments

Mr Krzywonos makes a clear point that for many years now he has been implementing a strategy which focuses on innovation, product diversification and growth. This cannot be achieved without investments, of which there are always a significant number taking place at the company. Some of the most important capital expenditures are currently being made to further develop automated production processes at JOTKEL, including purchases of specialist machinery such as numerically-controlled manufacturing appliances. ▷



“In order to remain strong on the market we cannot be complacent when it comes to investing,” confirms Mr Krzywonos. “Investing in new machinery as well as in raising people’s skills and knowledge is crucial to raising the company’s efficiency and ensuring the best possible levels of quality in all of our production processes.”

Diversification of clients and markets

As mentioned above, JOTKEL works with a wide range of business partners, both in Poland and abroad. The company sees a lot of potential in further cooperations with institutional clients, for whom it develops products such as outdoor gyms or furniture for schools. “At the same time we continue to closely cooperate with all customers, including those in the automation sector, industrial clients, automotive companies and many others,” says Mr Krzywonos.

“Owing to its proximity, by far our biggest export market is Germany, but in general we

supply products to all countries in the EU with the exception of the Iberian Peninsula. Cooperation with clients in the UK and Ireland is developing very strongly; these two markets are very demanding, but we enjoy the challenge. In terms of further diversification of the different export markets, our goal is to look to the countries east of Poland’s border. “

JOTKEL’s activities are very much appreciated by the different markets and customers it serves. As confirmation of this, the company continues to receive a wide range of awards and recognitions. Some of the most recent ones include the very prestigious Polish ‘Business Gazelle’ title, as well as a range of awards for quality, innovation and customer services.

“These are important recognitions as they prove that the strategy I have been implementing is successful for the business,” says the company’s owner. “What is now also very important for me, personally, is to ensure that at some point I will put in place a plan for the succession of the business, as it is vital for me

and my sons that JOTKEL remains a 100 per cent family-owned company. In the meantime, we will continue to develop primarily through organic growth and while we are not directly looking to make acquisitions, if a good opportunity for a takeover arises we will certainly consider it. We will further invest in the latest technologies, develop our sales strategies and work on expanding the portfolio of our clients and markets. All of this, I hope, will ensure that JOTKEL remains a strong, family-owned market player.” □

