

2.4 Atech Elektronika

Overview

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Company Information

Industry:	Manufacture of other electrical equipment
Year of establishment:	1990
Sales revenue in 2010:	€5.5 million
Sales revenue in 2000:	€1.4 million
Average number of employees in 2010:	69 (data from http://www.gvin.com)
Brain(s) behind the company:	Davor Jakulin and Massimo Makovac

2.4.1 Nature of Market Leadership

ATech is a reliable partner to its customers, which helps it excel in its business. The company provides cost-effective solutions in the field of electronics design and manufacturing. It specializes in biomass combustion control, electronics manufacturing services (EMS), and in custom-designed motor controls for various markets, including home appliances, power tools, and industrial systems electronics.

2.4.2 Nature of Competitive Advantage

ATech's competitive advantage stems from the ability of customers to differentiate its products from others on the market. The company achieves this by providing innovative and cost-effective solutions that excel in terms of design, user friendliness, and energy efficiency.

2.4.3 Core Lessons Learned on the Path to Business Success

- Always try to understand your customer's business and needs.
- Consider how you can add value to your customer's business.
- Consider how you can help your customer bring benefits to his or her own customers.

2.4.4 Atech Elektronika: Hidden Champion

If you have a wooden cottage with a biomass combustion device that can be activated before your arrival home, you are likely to have a device produced by ATech. Especially in the Alpe-Adria region, Atech is the leading provider of such products.

In general, Atech is active in three distinctive markets. In the Slovenian market it is present predominantly as a leading electronics manufacturing service (EMS) provider, where its distinctive competence is in bundling additional services. In the EU market, ATech provides original design manufacturer (ODM) services, mostly in the motor controls segment for home appliances. ATech is known for effective solutions to the costs of energy consumption. The third market is a worldwide green segment of the heating business, where ATech offers premium-priced, superior quality electronic controllers for biomass combustion devices.

In 20 years, Atech evolved from a low-cost supplier to a developmental supplier. Most recently it started developing its own product brand. Atech was established in 1990 as a Swiss-Slovenian joint venture to produce low-cost electronics. In 1996, CEO Jakulin bought out the other shareholders and started to concentrate the company's activities around contracted electronics manufacturing. With this change in ownership and strategy, the company pressed for faster growth, especially after expanding its services to original design manufacturing. In 2007, ATech started to offer its own branded products. Atech is not a HC yet, though its development over the last decade is promising. In 2001 the share of export sales was almost 0; by 2010 it had reached 26 %.

ATech's growth is a result of the introduction of new value-added products and international expansion. Around 15 % of revenue goes back into product innovation. Being an ODM for motor controls for German companies provides access to high-end knowledge, technologies, and strategic foresight in the area of motor controls and efficient use of energy. The change to ODM provides new ideas for their own innovation processes.

Mr. Jakulin's leadership style involves a focus on three key objectives. As he personally described it: "I can feel successful only if I am acting responsibly towards people, the environment, and society. This is the core of my business success".

ATech provides examples of the typical challenges that a company faces while on its way to becoming a HC. A significant challenge for the company now is the problem of how to expand internationally with an effective approach to distribution and branding.

2.5 Bia Separations

Overview

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