



WE CREATE, WHERE ONE TECHNOLOGY IS ALREADY ENDING AND ANOTHER ONE HAS NOT STARTED YET

We were starting abroad (in Slovakia ☺) Without money, without acquaintances, even the first customers and suppliers were not from Slovakia for a long time.

The company invested to modern machines, but not according to a business plan or necessity, but also according the amount, which was received from banks or leasing companies. Because the original business plan was denied by really all existed banks we visited. The fact is, it is necessary to have unique technologies to be able to produce unique products. But the problem is, no one wants to invest into unique technologies, mainly because they are unique. From point of view of the aspect if something goes wrong, bank has problem with selling of unique machines.

Our company is unique because we work with powder metallurgy. We press metal powders, then sinter them. Only small amount of European companies are able to do this.

We fully start up MIM (Metal Injection Moulding) technology, which is an enlargement of powder metallurgy. We sinter compacts in more complicated way. They are made on injection presses similarly as plastics materials and contain 40% of plastic material and 60% of metal.

We are launching another novelty in central Europe – HIP (Hot Isostatic Pressing) technology, which is a combination of sintering and pressing, during which material heat up above thousand degree. It is used for total densification of any product. They are put into furnace with high gas pressure. It press products to their maximal density. We offer it as an individual service for Czech and Slovak companies.

Mainly customers, whose aim is to achieve maximal mechanical properties of their products, are interested. For the record, also Swarovski crystals are made this way. We are the only one supplier for hundreds of our customers. We produce for different markets.

It is very good from point of view of risk Layout, but very complicated for securing suitable level of engineering in our company. Our designers, as well as technologists have to understand to applications of our products. Then, it is necessary to understand how one product works let's say in grass-cutter, the second one in oil pump, the third one in security lock, the fourth in weapon etc. Also from this reason traditionally 10% of employees work for research and development. During last months, we have connected work of process engineers for R&D and serial production.

Our aim is to have a stable company. But understanding of the term stability often differ from understanding of this term by bank risk manager. The risk manager correctly evaluates risks from present numbers, so absolutely from what he is seeing. But what will happen in next ten years, cannot be read from present numbers, so absolutely from what he is seeing. But what happened in next ten years, cannot be read from present numbers according some code, when we multiply balance sheet with one coefficient.

We see the company in general. For our point of view, the stability means technologically high equipped company, which innovates, has good name from customer' point of view, because it can offer something, which could not offer competition. At the same time, from business point of view, it knows how to present its advantages. It has stable team of people, who like what they do, help each other (I hate expression "team cooperation" and similar manager talks). At the entrance of the company is written: "We behave like a family. We fight like an army." In real life it means that really everyone is willing to help colleague and to the company at the same time. He know he could turn the company and the company will help him (e.g. financial and health problems, problems with family, simply anything). I think, that when someone months and years of his awake time dedicate to the company, it is fair if the company will be the first, who will help him with problems. Up to now, he found help in brothers, sisters, friends, with who he raised 30 years ago and maybe have not seen them during last 10 years. We delivery to the whole world and to different markets. We meet with

different mentalities, different ways of communications and straightforwardly speaking, with pressure. This pressure is made by big international companies in direction to its suppliers. It happened, that some colleagues emotionally collapsed. To what extent, it was only one from many qualified engineers, who have been attracted by trained managers. That is the reason why we protect each other in a way we fight as one army. I often hear, that our customers is our master. In R&D office is picture: "Our customer is not our master!" The customer is our partner. Do we need a bad partner...? Everyone in the company will tell you that we are "different". It means, we are totally different and by far no everyone fit in the family. The man in our company have to have courage in the first place. He has to have character. Character and courage to own up his mistake. We are making new projects. 50% of our projects have never been made before by powder metallurgy technology. Of course, we make mistakes and we will make them. But, I expect from our people to have courage to own up mistake, so we can fix it as soon as possible. The second thing what our employee have to have is a logical thinking. It means sufficient brain

capacities to find capacities to find solutions how to solve mistake and do not repeat it. We do not punish for mistakes, but we dismiss for disregarding. Disregarding of anything – rules or conditions. It is everything which was invented because it ached us. That is the reason why we introduced some rules and we cannot afford someone, who will come and disregard it.

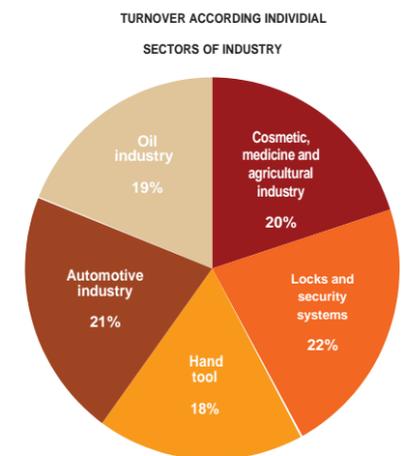
Working in our company is extremely interesting for creative people. Surely, it is not easy. Man in our company have to always learn and he is frequently under the time pressure not only at new projects. Every month a situation occurs, when someone threaten us with line stoppage at customer's because of unpredicted application problems. Often, even the customer has no idea about it. He also did not gave requirements at the beginning of the project. On the other side, it is very interesting job in young team. Every colleague has literally talent for something and he knows how to do something better than myself. This year, we were awarded with Inspirational project in competition Via Bona Slovakia.

If you were not with us, maybe you are lucky?

If you were with us, you Have memories!

If you are with us – be proud!!!

For young engineers, the work at our company is something like obligatory military service in the past, where went a boy and return a man. That is the reason someone was lucky, because he have not known us. He did not meet with difficulties, to overcome himself and shape his character. Person, who had been with us will surely not forget it. Those who last have something to be proud of. Statements of auditors from international companies prove that as well. Auditors from the whole world visit us few times within month. We are happy because of awards our company receives sometimes, e.g. Diamonds Of Slovak Business, the Plant of the Year in category of Innovations from Fraunhofer Institute and Exim bank Slovakia or QM Context Award from international auditing company Fachmetall. We feel the appreciation of our work, but more important is to maintain the desire to continuously learn, as well as the great amount of humbleness.



The fact, we decided to make part of investment from company bonds, is very interesting. They were very successful and and were sell out within few weeks. Since production lines cost millions of Euro, we had problems with financing for many years. We did not meet with great bank willingness. Now, it is different, but it took almost 20 years.

We are sure it is necessary to combine bank financing with extra-bank financing through bonds or via investors. The fact is, if sales demand exists and the only one missing part are production capacities, why hesitate with fast development? Additionally, it is dangerous because no one is one-in-a-lifetime. Very slowly implementation of innovative solutions could only offer information to competition, which could be in better condition from financial point of view and it would be able to realize this task fasten. Unfortunately, this is happening. Generally speaking, I have to say that meeting with potential investors or funds are very useful, because they see the company from longstanding aspect, as to the business and finances. It is similar to situation when you would like to "audit" your strategy by means performed by independent specialists.

We see the future in innovations and implementing of new technologies, even in combination of these two aspects. Where possibility of one technology ends and the second one begins, it the place for development of our company.

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