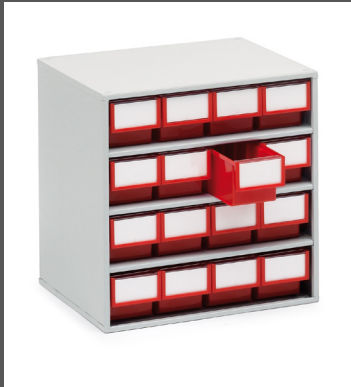
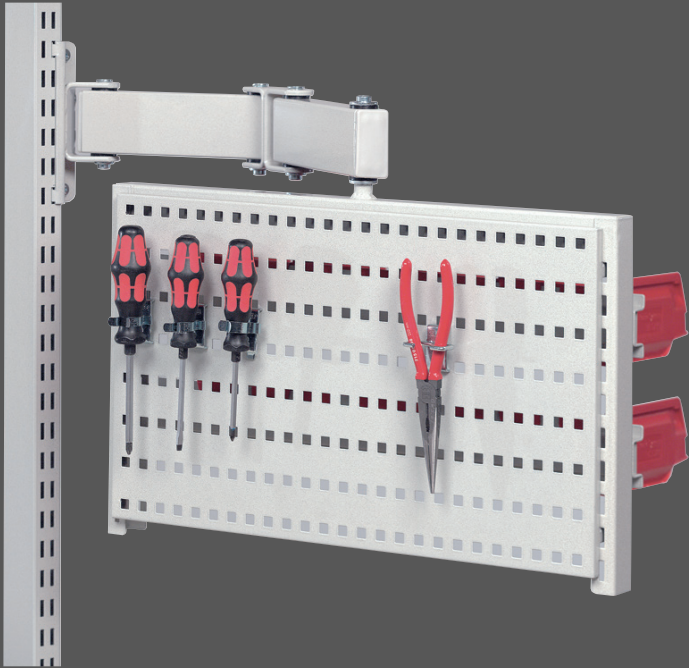


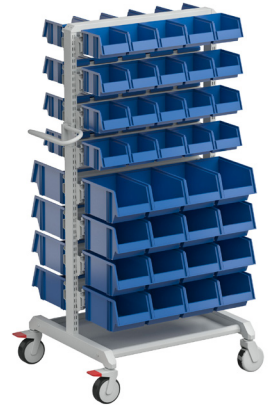
Anne Pentti

TRESTON OY

The story of a startup
from the 1960s







Treston Oy

The story of a startup
from the 1960s





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FOREWORD

This book tells the fascinating story of one of Finland's first startups. This book does not constitute a traditional historical account as such, but rather a collection of true stories, incidents and individual memories from the past five decades. The stories in this book are recounted through the individuals who lived them – the very people who were involved in the development of Treston and the many twists and turns that the company has faced over the past decades.

I would like to extend my warmest thanks to everyone who allowed me to interview them for this historical account. Naturally, a great number of stories that concern Treston remain untold, and many individuals who have made important contributions to the company could not be interviewed for this book. We must let the accounts that are included in this work represent their contributions as well.

The commissioning of a historical account constitutes a major cultural accomplishment. Treston's founding and its development throughout the decades should make for interesting reading to the descendants of the owners, employees, customers and partners of the company, as well as to anyone who is interested in the challenges and joys of entrepreneurship.

When one examines their beloved company, employer and place of work through different perspectives, one can gain a great deal of new insight. This way, everyone can see how interesting and meaningful the story of your company really is.

Anne Pentti
October 2020 – Naantali, Finland



TRESTON

Treston Oy was founded in Finland more than 50 years ago. Today, Treston is one of the world's leading manufacturers of industrial furniture and ergonomic workstations, with three-quarters of its turnover originating from exports. Treston's factories are located in Turku and Jyväskylä, and all of its products are still proudly manufactured in Finland. The company has subsidiaries in six countries and a dealer network that encompasses more than 30 countries. By the beginning of the 2020s, the company's net sales reached 45 million euros, with a headcount of over 250 employees.

Over the past fifty years, the world and the global marketplace have changed considerably. Many companies and products have come and gone. However, Treston's keen design sensibilities and unique roster of products have always been able to meet the ever-changing demands of its customers throughout the decades.

"I am fairly confident that Treston was one of the first Finnish startups."

– Antero Saarto

Treston's history in a nutshell:

- 1969–1974: Plastic becomes the go-to material of a new generation, and the Palaset series takes over the world
- 1974–1987: New forms of production are needed after the oil crisis. Treston begins to seek new business opportunities and areas to conquer.
- 1987: Treston is split up into four individual parts and sold. The key people behind the company come on board as co-owners. After the MBO deal, Treston decides to focus on its core businesses – industrial furniture and storage solutions.
- 1987–2006: Further investments are made in Treston's product development process and distribution channels. The company continues to develop its export activities while also emphasising the sale of industrial and storage furniture to professional clients.
- 2006: The second MBO deal.
- 2011: At the start of the year, Treston purchases Sovella Oy. By the end of the year, majority ownership in Treston is sold to Sentica Partners Oy, an independent private equity company.
- 2012–2017: A single international brand, Treston, is born. The company's manufacturing plants are reorganised to form a single supply chain with a healthy roster of sales companies.
- 2019: Treston becomes a privately-owned company again.



Scan the QR code with your smartphone's camera and listen to Leo Saarikallio's greeting words.



WHEN PLASTIC BECAME FANTASTIC

In the 1960s, plastic was the latest and greatest thing to arrive in Finland. Plastic soon became the go-to option for many everyday items, helping to usurp what would previously have been the domain of glass and metal. Above all, plastic was easy to mould into different and interesting shapes, and it could be manufactured in many vibrant colours. Previously, Finnish consumers focused primarily on the utility and price of their purchases, but now people were eager to try something different.

How the name “Treston” came to be

Heikki Tavela, a prolific businessman, was the proud owner of a slew of companies and brands that operated in all types of fields. One of his most successful enterprises was Noster, a producer of Finnish delicacies made from Baltic herring. As a matter of fact, Tavela was so fond of the name that he wanted to christen his newest enterprise using the same letters. An employee dutifully wrote down the company’s name on a piece of paper, and soon NOSTER gave rise to TRESTON – and some were quick to notice that the new venture had received an additional “T” to its name.

Vaasan Höyrymylly, a Finnish bakery company whose roots can be traced back to the 1800s, and Oy MK-Tuote Ab, which was owned by Finnish business magnate Heikki Tavela, jointly established Treston Oy in 1969. Vaasan Höyrymylly was particularly interested in expanding its operations to an industry that would not be subject to any price and manufacturing quotas, as was the case for the Finnish food sector in the 1960s. People believed that plastic was the material of the future, that it had nearly limitless potential. Many also thought that plastic products could open up new exporting opportunities alongside the more traditional mainstays of the Finnish export industry – wood, paper and shipbuilding.

COIN BANKS

In the 1960s, Heikki Tavela’s company MK-Tuote gained a measure of success in the design and manufacture of plastic coin banks for various banks. The company was expanding rapidly, reaching a headcount of over 80. The company’s first product was the “Maapallo” (Planet Earth) coin bank, which had been commissioned by Yhdyspankki, a major Finnish bank and Tavela’s former employer. Soon, other banks worldwide were ordering the company’s globe-shaped coin banks. The company also designed the iconic Scrooge McDuck coin bank for Kansallispankki, another major Finnish bank. This design proved so popular that orders for it were even being placed by none other than the Walt Disney Company itself. MK-Tuote had become the largest manufacturer of coin banks in the world, and the company even received the Finnish President’s Export Award in 1970 for its efforts.



Treston’s expertise in plastic moulding came from MK-Tuote. From the outset, Treston established its reputation in the surface treatment of plastic, a technique that is far more challenging than injection moulding. Above all, Treston’s focus would be on the manufacture of large, surface-treated plastic products, the likes of which had never been seen before.

Larger than life

Heikki Tavela (1932–2013), a businessman and corporate director, was widely known in Finnish society. He was so well known, in fact, that he was frequently parodied on Finnish television in the 1990s. Not only was Tavela active in business, he was appointed to many important and confidential posts, and he frequently exerted his considerable influence on Finnish media, politics and various professional organisations. Tavela was awarded the title of Consul General in 1986.



LOCATION, LOCATION, LOCATION

Treston found the perfect premises for its factory in Turku, a historic city located next to the Baltic Sea and suitably close to Helsinki, the capital of Finland. The premises had been previously owned and operated by Marke, a canning company. Built in 1956, the property was owned by the Sevon family, who lived nearby. In the 1960s, this location represented the most remote corner of Turku – in fact, the area between the factory and the closest major road was being used as a gravel pit. As Turku expanded and spread across the region, this area would become increasingly important to the city.

Treston's first products were plastic shelving units and small item boxes used in car accessory stores. Rolf Karasvirta was hired from Vaasan Höyrymylly to serve as Treston's first managing director during its startup phase. Jukka Jakonen would later take over the reins in 1970.

Esko Hakala was hired as the company's first production manager.

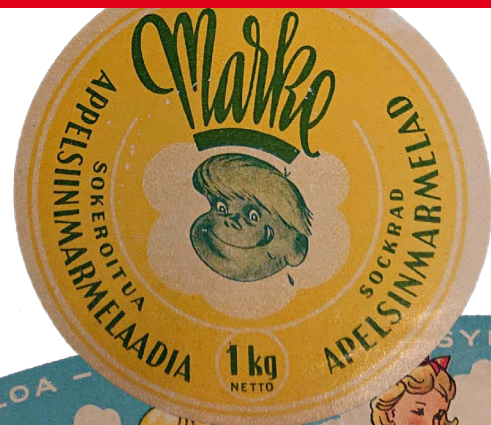


The wall relief next to the door of the old Marke factory has been preserved and decorates the entrance to what is now Treston's offices.

To Turku by Mercedes-Benz

Esko Hakala had always considered himself a man of Helsinki, Finland's capital city. In his youth, he worked at Konetehtäas Vesta, a machine factory owned by Heikki Tavela. Later, Hakala was involved in fixing a company that had been acquired by Tavela in Tikkakoski, a remote corner of Finland. Hakala relocated his entire family there, but after Treston was established, Tavela asked Hakala to move to Turku. Hakala replied that he would only consider it if he could have Tavela's large Mercedes-Benz. His request was granted, and he subsequently moved to Turku, always driving to work in his black S-Class Mercedes-Benz.

Famed Finnish designer Ristomatti Ratia, who had also been hired to Treston, was a friend of fast cars as well. Occasionally, Ratia and Hakala would race to see who could reach Helsinki the fastest. Naturally, there were no speed limits in Finland at the time.



Marke product labels.



The factory during Marke's time.



Export secretaries having coffee in the factory's open office. Right: Pirkko Kotiranta.



From the left: Managing Director Jukka Jakonen, Juhani Säde and Production Manager Esko Hakala in the factory cafeteria.





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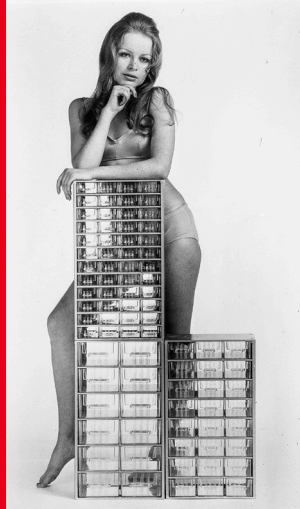


TRESTON OY
TURKU-FINNLAND



TRESTON
Lager
Lager

Überblicklicher und
platzsparender geht es nicht



ACCOUNTING ALL NIGHT LONG

Sinikka Vuorela (later Seeve) transferred to Treston from Vaasan Höyrymylly, where she worked as a cashier. As a newly promoted sales secretary, she proved to be a quick learner, and soon knew the ins and outs of Treston's products and sales process.

In the company's very first audit, it was discovered that no accounting records had been kept during Treston's first six months of operation. Unfortunately, everyone's interests had been elsewhere, and while the company's designers had made all kinds of purchases, they never kept any of their receipts. As a business and administration graduate, Vuorela knew how to handle the company's accounts and financial records and was duly recruited to whip the company's books and ledgers into shape. Thankfully, the company had been able to pay everyone's wages on time, even in its early stages. Vuorela worked day and night, and finally managed to sort Treston's financial records before the given deadline. She was later promoted to chief accountant and branch manager. In Treston's early days, the average age of its sales and marketing employees was a mere 24 years. As you could imagine, everyone at the company was full of youthful enthusiasm and vigour.

From the left: Sinikka Seeve, Sirkka Mäkelä, Sirkku Sorell and Mirja Lehtonen.



Treston's first Christmas party was held in a restaurant in Turku. Bottom photo, left: Managing Director Jukka Jakonen.



A scotch and soda for every occasion

In the spring of 2019, Treston's offices were due for a renovation. As the many closets and cupboards in the office were being emptied, one employee made a curious discovery: an unopened bottle of Johnnie Walker, right in the back of one long-forgotten cabinet. Since 1969 – and up until his last day in Treston's head office – Consul General Heikki Tavela always demanded that the kitchen be stocked with a bottle of Johnnie Walker Red Label and plenty of soda water. Everyone in the office knew that a suitable mixture of the two helped keep Tavela on his toes and sharp as a tack.



Numerous homes in the early 1970s were decorated with Treston's colourful Palaset modules.



palaset®

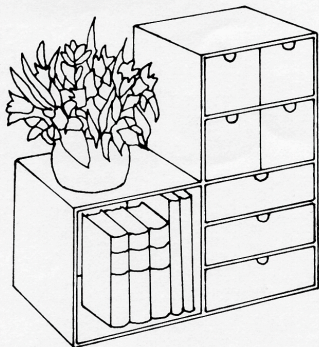


4,000 SQUARE METRES OF FACTORY SPACE

Right at the beginning of the 1970s, plans for the expansion of Treston's factory were made, with the renovation being completed in 1972. The company decided to make a sizable investment to modernise its plastic production process. Treston added over 4,000 square metres of brand-new space to its factory, even though the company had no new products or even the right production method in place. However, no one considered this an insurmountable issue, as the right type of process had yet to be invented anywhere in the world.



Storage starts at \$13.95

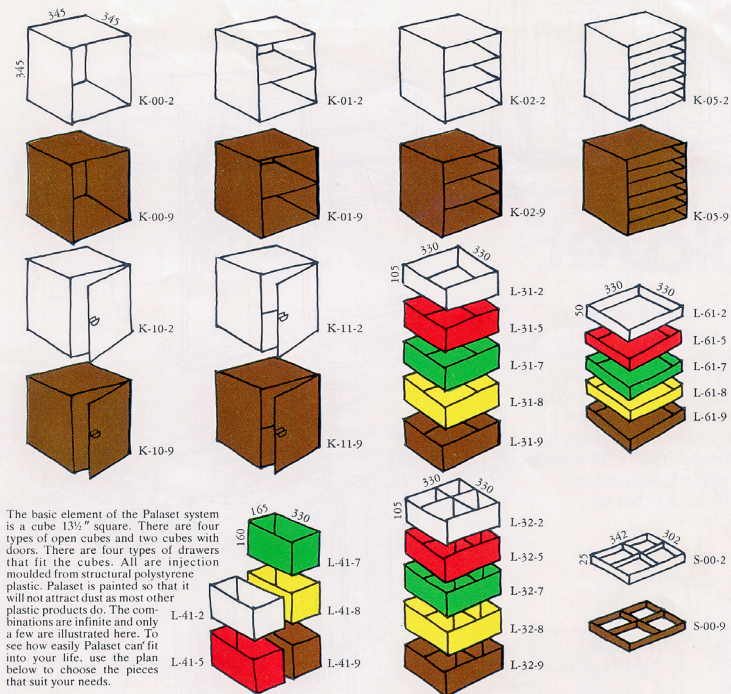


Here is the simple solution for your furnishing or storage problems, and simple solutions are usually the best. Palaset, a unique cube and drawer system from Finland, frees you from the limitations of conventional furniture. Made of tough, durable plastic, these cubes can be sawed, drilled, fastened to each other or a wall. Change colors with any paint. Base cube only \$13.95. It's the answer to your storage problems for any room all wrapped up in a tidy package now at our Atlanta, Dallas, Houston and San Antonio stores. Palaset brochure, 25¢ full line catalog including Palaset, \$1.00.

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Advertisements from Storehouse, a home furnishings company in the United States, for the Palaset series.



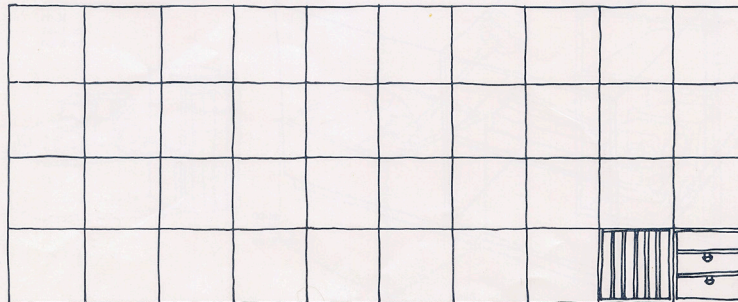
The basic element of the Palaset system is a cube 13 1/2" square. There are four types of open cubes and two cubes with doors. There are four types of drawers that fit the cubes. All are injection moulded from structural polystyrene plastic. Palaset is painted so that it will not attract dust as most other plastic products do. The combinations are infinite and only a few are illustrated here. To see how easily Palaset can fit into your life, use the plan below to choose the pieces that suit your needs.

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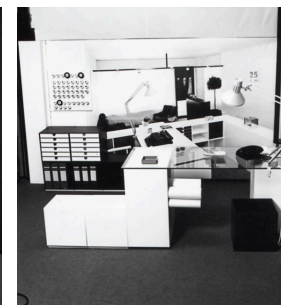
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PALASET TAKES OVER THE WORLD

Heikki Tavela was personally acquainted with renowned Finnish designer Ristomatti Ratia, who had previously created a successful line of modern furniture in the United States. At the beginning of the 1970s, Ratia created Palaset, Treston's line of plastic, cube-shaped modules, which became an instant success worldwide. The Palaset line, which was available in many bright and fashionable colours, was designed with young families in mind, as the modules could be used to form all types of shelves, tables and storage solutions. The Palaset modules were made from polystyrene, a versatile material that could be sawn and even nailed together like wood. The Palaset line was originally available in white, brown, red, green and yellow.

The colour of an unpainted Palaset module was light brown, and every piece was given two coats of paint in the factory's paint shop. Before Treston, no other company in the world had managed to produce painted plastic

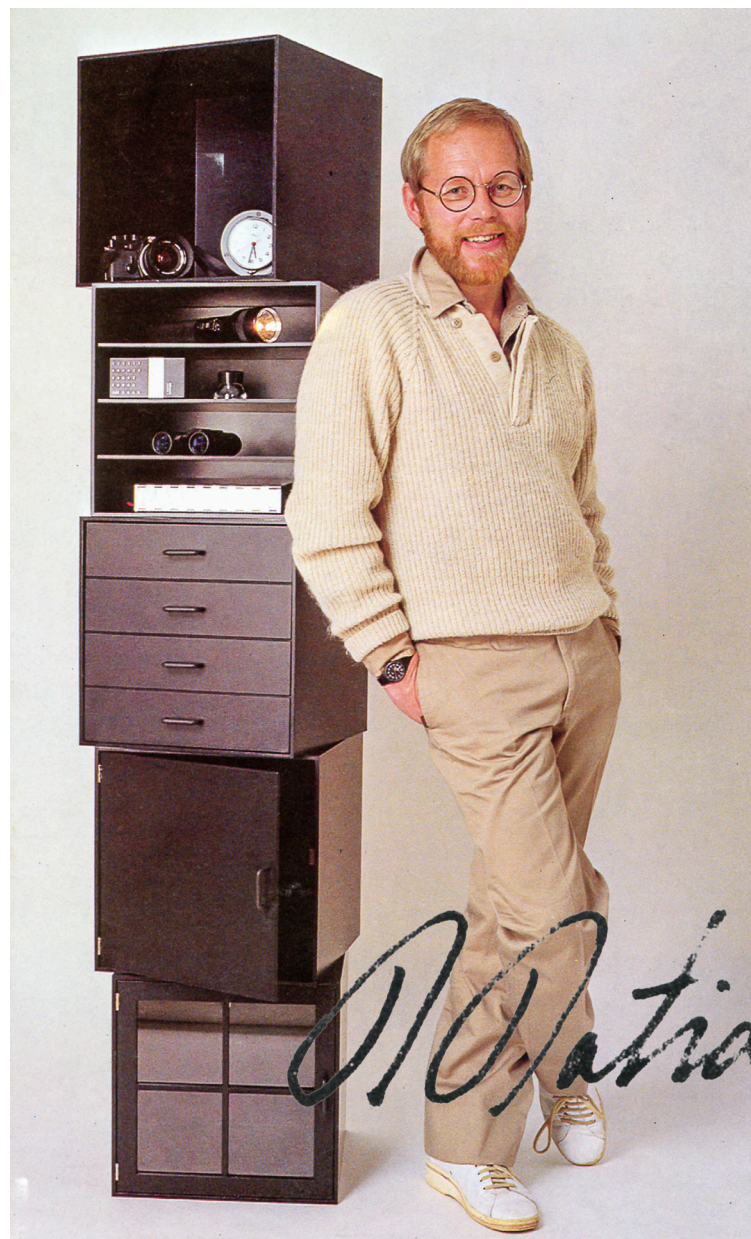


Sixteen bottles of wine

Renowned interior designer Ristomatti Ratia had always wondered why bookshelves had to be so rigid and unmodifiable. The Palaset cubes, which were designed by Ratia at the beginning of the 1970s, were purposely modular by design, so that they could fit different spaces and be used for various purposes. His chosen unit of measurement was 16 bottles of wine – the number of bottles that a single cube could hold. In the 1960s, Beatlemania had driven people to purchase massive numbers of LP records. Thus, Palaset shelves were also designed to fit LPs.

“A stupid idea”

Ristomatti Ratia first pitched his idea using a cardboard prototype. Heikki Tavela, a man not known to mince words, told him that the entire idea was stupid. However, for Marketing Director Raimo Lehtonen, the prototype represented a new kind of opportunity. Lehtonen and Ratia explained and demonstrated the stackability and practicality of the modules, and when Tavela calculated how many machine operators would be needed for the production line, he knew that Ratia had won this battle. Tavela understood the value of money, and it had become clear that this new product would be the company's next big hit.



Ristomatti Ratia and a Palaset shelving unit.

products at this scale, especially any larger objects. Paint factories from across the world visited Treston to pitch their own painting solutions. Palaset's white paint was supplied by Tikkurilan Värитеhtaat Oy, a Finnish paint company, and every other colour was provided by the Swedish company AB Wilh. Becker.

AN ARTIST IN AN ENGINEER'S WORLD

Ristomatti Ratia once paid a visit to Sulzer Ltd's factory in Switzerland to learn more about working with polystyrene foam. This world, which was dominated by engineers, was wholly unfamiliar territory for Ratia, who was an interior and product designer by trade. However, Treston could not afford to focus solely on the aesthetic properties of its products, as the company also needed to take any practical limitations into account.

WORKING AROUND THE CLOCK

Getting the company's production facility to meet the ever-increasing demand for the Palaset modules proved to be a monumental task. Treston's employees worked around the clock: any Palaset modules that were made during the night shift were immediately loaded onto trucks and shipped off in the morning. Everything that the company was able to make was sold immediately.

A tally was kept of each produced Palaset module using a mechanical typewriter, and every report was submitted to Vaasan Höyrymylly. All of Treston's invoices were written using the same typewriter, but the typist would always have to remember to include a sheet of tracing paper, so that the office would also have a copy of each invoice. If the typist made any mistakes, each copy had to be amended separately – a very time-consuming task.

"Brown is such an ugly colour"

When the fabrication of the Palaset line began, the modules that came from the production line were a light yellowish brown, a colour that Ristomatti Ratia absolutely detested. The modules had to be painted, and Ratia wanted to use white as the line's primary colour. His eye and sense of style were sharp – it took weeks to find a shade of white that Ratia was willing to accept. Years later, people would still call Tikkurila for that particular shade of "Palaset white". In addition to white, Treston's Palaset modules were made available in yellow, red, green and black. Even some darker brown options were included, and these sold as well. The factory's painting line would always have more employees manning its stations than the injection moulding line.



All newly made Palaset modules were light brown in colour. A coat of paint was needed to give them their distinctly bright and cheerful look.

Sugar cubes and sparkling wine

In 1971, Pertti O. Seeve – “Pera” to his closest friends and colleagues – was working in London as the commercial secretary of the Finnish Embassy. Treston was planning to establish a subsidiary in the UK, and Heikki Tavela wanted Pera to come on board and manage their future enterprise. Pera had lived and gone to school in England since he turned 15, almost 20 years in total, so he was very familiar with the local culture and customs. In his work as commercial secretary, he had also managed to amass an extensive contact network in the business world. The contract for his new position was finalised, and Pera was hired to set up and run Treston Ltd in the UK.

Treston’s new salespeople from all over Europe were invited to a joint meeting in Turku. Their task: to come up with a name for the company’s new storage line. Pera thought the plastic modules looked a lot like sugar cubes, and he suggested the name “Palaset”, a play on the Finnish word for sugar cube. Pera’s suggestion was chosen, and he was awarded a crate of Elysée sparkling wine. The contents of his prize were later enjoyed at a Treston staff event.



Pertti O. Seeve.

THE LARGEST EXPORTER OF FURNITURE IN FINLAND

In a few short years, Palaset had transformed Treston into Finland’s largest exporter of furniture. The company’s first consignments were shipped to the United Kingdom, and Habitat Designs was the first company to order and sell the Palaset line in the UK. Before long, a subsidiary, Treston Ltd., was established in the UK to help sell the Palaset line, with Pertti O. Seeve serving as its managing director. Not much later, the United States grew into one of Treston’s most important target markets. All in all, around 3.5 million Palaset modules were sold in total.

In the 2010s, an old but functional dictaphone was discovered in Treston’s offices, with a cassette still inside. On the cassette, a male voice – Heikki Tavela – can be heard: “I’m on my flight from New York to Los Angeles. We sold 80 containers worth of Palaset for next year!”

“Originally, we were going to call the line Cubica. However, Pertti O. Seeve came up with the name Palaset, which was a much better fit.”
– Ristomatti Ratia



At a fair in the early 1970s.

ONE LONG AND ONE SHORTY

“An order just came in, gimme one long and one shorty.” The employees at the Treston factory had their own slang for the Palaset line. Long and shorty referred to the sizes that the modules came in. The factory was a modern marvel, featuring a 200-metre-long conveyor belt that could transport the cubes through the paint shop to the top of the factory, where they were prepared for transport. The warehouse was located at one end of the property, and the head office at the other.

The people who manned the office were happy to take any documents and such to the factory personally, so that they could enjoy a little walk during their workday – a rudimentary form of workplace exercise. It also provided them with an excuse to visit the people who worked at the factory, as the office and factory employees now had fewer opportunities to meet during regular working hours.

“Come on, give the boy a chance”

Matti Suomi had married his sweetheart in the late 1960s, and the young couple lived on the upper floor of his in-law’s, right next to fence of the Treston factory. Eventually, the young man managed to work up enough courage to go ask for a job at the factory. Even after several visits to the office of Production Manager Esko Hakala, he was not able to get a job, as the company was looking for more skilled employees.

On his last attempt in Hakala’s office, a visitor happened to hear Suomi’s pleas, and urged Hakala to give the boy a chance. Matti got his wish. For the first four years, he worked as a spot welder. His job included a great number of shifts at nearly every hour of the day, but Suomi would never have to worry about going hungry, as his wife would always duck under the fence in the evening and bring him some soup.

Matti later became the foreman of the metal department, and his career at Treston spanned almost four decades.



Matti Suomi.

Esko Hakala – an old-fashioned industrialist

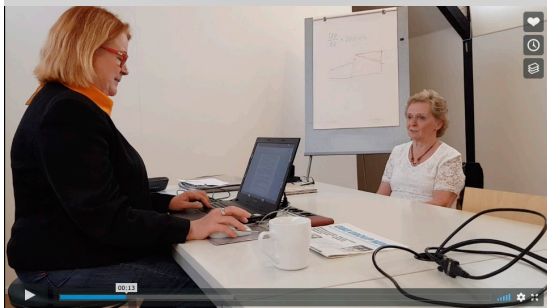
Production Manager Esko Hakala was an old-fashioned and strong-willed industrialist. A protégé of Heikki Tavela, he served as Tavela's right-hand man at Treston. When Hakala lost his temper, he would curse so loudly that people could see the spit fly from his mouth. When he was not satisfied, he was not afraid to voice his opinion, even in the company's cafeteria – "It's time you picked up your goddamn briefcase and hit the road, son!" But, after each eruption, the work would get done, and things would proceed as usual.

The factory was organised around Hakala. Whenever the threat of a strike was looming on the horizon, Hakala would invite those who seemed to have the biggest bone to pick with him to his office. After half an hour or so, even the orneriest workers would come back from the production manager's office with a calm look on their face. No one has ever told the tale of what really happened in that office, but it always did the trick.

Esko Hakala was a direct and candid man who was not afraid to state his opinions to anyone. Hakala was widely respected for his frank and honest nature, and he always remained completely loyal to his employer.



Production Manager Esko Hakala.



Scan the QR code with your smartphone's camera and listen to how Sirkku Sorell did business with a ghost.

A summer stint that lasted 38 years

Sirkku Sorell joined Treston as an export secretary in the spring of 1972. She intended to work there for a single summer, but her "summer stint" would go on to last around 38 years. After a correspondence degree from a local business school, Sorell studied French and became fluent in several other languages. Her linguistic skills would prove to be a tremendous asset at Treston. Sorell received, processed and confirmed orders, arranged their transport, and prepared the necessary documents. Treston's communications with its international customers were mostly handled by telex. The fact that Treston even had a telex machine was a great boon to the company's reputation, as most other Finnish companies were accustomed to handling their affairs by phone. Later, Treston would replace its telex machines with fax machines, as they could be used to transmit copies of documents.

If you needed a quick response to a

telex message, the sender could ring a clock to alert the recipient. One time, Sorell needed to confirm something quickly in connection with a shipment to Germany. After ringing the bell, letters began appearing on the device. Soon, she received a response: "es gibt niemand hier", or "there's no one here". This has to be the first time I've done business with a ghost, Sorell chuckled to herself.

The time difference between Finland and most other countries provided its own challenges. On the other side of the world, people were ready to begin doing business just as the people at Treston's office were getting some well-deserved rest.

In 1978, Sorell became the head of the sales department and, at the same time, the secretary of Treston's managing director, Heikki Kiviluoto. Sorell was also responsible for translating the managing director's international correspondence.

Telex machines were used to send character-based messages from one location to another via an electronic communications channel. A device that looked like a typewriter was used to punch a series of braille-like holes on a paper strip. The intended message was stored on punched tape and then sent using the machine's punched tape reader, with different hole variations matching different characters. By 1985, around 8,500 telex connections were available in Finland.

"I was provided with the opportunity to buy shares in Treston. This made my job even more interesting, as I was now working for myself, in a sense. And whenever I received a dividend, it felt like I was being rewarded for a job well done."

– Sirkku Sorell





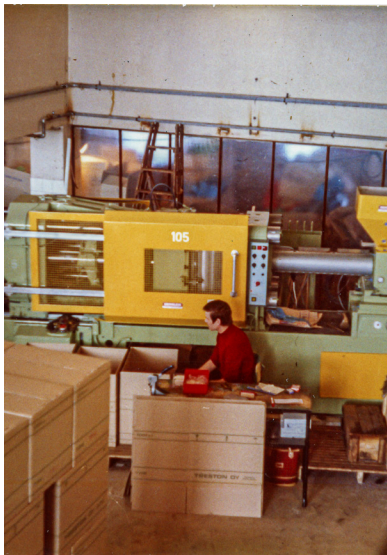
In the 1970s, Treston organised a playful sports competition for its employees and their families at a nearby sports field.





Treston's offices in the early 1970s.





Treston's factory in the 1970s.



THE OIL CRISIS STRIKES, AND BANKRUPTCY IS ON THE HORIZON

Treston's magical success story came to a crashing halt in 1973, when the oil crisis almost tripled the price of polystyrene. Suddenly, the price of the main material used in the Palaset line became so expensive that the company had no other choice but to increase its prices. Not long after, the company's sales came to a screeching halt. By the mid-1970s, Treston was practically bankrupt.

The decision was made to freeze Treston's British subsidiary. Pertti O. Seeve, managing director of Treston Ltd, joined the Turku office in 1974 as Treston's marketing manager, later becoming the company's marketing director. Every year, he would travel to the United States numerous times, and he would also visit the other corners of the globe, including Japan and even Saudi Arabia. On a given year, he could expect to be on the road for 200 days or even more.

In the end, Vaasan Höyrymylly came to rescue and saved Treston by merging it into its group in 1977. MK-Tuote gave up its ownership in Treston, and the company was rebranded as Vaasan Höyrymylly Oy Treston. Heikki Kiviluoto was appointed as the managing director of the new company. Costs were cut to a minimum, and the search for new products was initiated so that the facilities and machines that had been purchased for Palaset could be repurposed.



Chauffeured by your boss

For years, Arja Kangas, who worked at Treston's office, always travelled to work in the car of Managing Director Heikki Kiviluoto, as they both happened to live in the same neighbourhood. When Kiviluoto decided to move to a completely different area, Arja was at a loss: "How will I get to work now?"

Tavela always expected service

Smoking was allowed everywhere in the factory and office, and most would enjoy their cigarettes while they worked. At one point, tin cans were placed in the factory, and the employees there were informed that they would be permitted to smoke only in their vicinity.

Heikki Tavela was a stickler for cleanliness at the factory. Whenever he visited the production floor, even any used-up matches were cleaned from the floors. Naturally, Tavela himself would always smoke while he toured the factory, and Managing Director Kiviluoto carried a tin can with him so that Tavela had a place to discard his cigarette ashes.

Tavela would always expect good service whenever he came to visit. One time, it just so happened that Kiviluoto was on vacation when Tavela was due for a visit. The managing director dutifully came to the factory on his holiday and saw to it that Tavela's morning drink, a refreshing scotch and soda, would be ready for him when he arrived.

A MANAGING DIRECTOR WITH A KEEN EYE FOR DETAIL

Treston's new managing director, Heikki Kiviluoto, had a great deal of experience in export sales. Before he joined Treston, he worked at the Iittala glass factory. Kiviluoto was only 33 years old when he was hired as Treston's managing director, and some even considered his appointment a risky choice. Kiviluoto was a man of order and a stickler for financial figures – perhaps even to an excessive degree, at least according to some naysayers. However, saving the company from its rough patch required someone with a keen financial eye, and there was no room for any hands-off, come-what-may leadership approaches. In the 1970s, Treston launched its successful Paternoster workstation line, and its focus on the electronics sector in the 1980s proved to be the right choice. During Kiviluoto's 25-year reign, Treston morphed into the company that we know today. Under Kiviluoto's guidance, Treston reported no losses in any year.

Heikki Kiviluoto was considered a fair and reliable manager with an excellent ability to focus on what was truly important. Kiviluoto would always sleep on every major decision he had to make. He was never considered the most socially oriented managing director in Finland, and he rarely engaged in small talk.

Whenever Kiviluoto agreed to something, be it big or small, in writing or just in conversation, he would always keep his word. Kiviluoto's influence was so pervasive that, for decades, Treston's corporate culture would come to emphasise his passion for clarity and direct action. According to Kiviluoto, when things were done right the first time, there would be no need to fix them later. From the smallest travel invoices to the largest agreements, everything had to be done accurately and transparently. Back in the high-flying heyday of the Finnish corporate world, such a mindset was considered truly exceptional.

INTERNATIONALITY – BOLDLY CONQUERING THE WORLD

More than four decades ago, Treston was a true startup, long before the concept even existed. Treston sought rapid growth and achieved it, even internationally. In a few years, the company was well on its way to conquering the world. The Palaset line was displayed in trade fairs across the world, and international retailers were eager to get in on the action. Interior design magazines everywhere wrote enthusiastically about Treston, and the company's products were particularly sought-after in the US, UK and France. Treston managed its sales in the UK with its own sales company.

International activities, from imports and exports to raw materials and finished products, are always sensitive to any risks to the world economy and global policy. In 1973, the Arab members of OPEC – the Organization of the Petroleum Exporting Countries – decided to drastically raise their oil prices together with Egypt and Syria. While their objective was to end the United States' support for Israel, they also simultaneously increased the price of Treston's main raw material so radically that the company could no longer afford to continue on its previous course. Treston was suddenly forced to look for new sources of income, new production methods, and new buyers for its future products.

Already in the 1970s, Treston served as a subcontractor for numerous corporations and conglomerates, such as Philips, Salora, Nokia, Asa and Tunturiyörä. In the 1980s, Treston

established sales companies in Germany and, again, in the UK. In the 1990s, Sweden, Poland and Latvia received their own sales companies, and in 2001, a dedicated commercial agency was established in Shanghai, China, to better serve foreign electronics manufacturers who wanted to relocate to China. At the beginning of the 2000s, Treston purchased a slew of companies in Norway and Sweden to strengthen its mail-order channel. Treston's products were now being sold in over 40 countries, the company's main market area covered the whole of Europe, and its exports accounted for 65% of Treston's net sales.

Treston's operations have always been influenced by global politics. The company began exporting its products to South Africa in the 1980s, but it was forced to stop when a trade ban was enacted by the Finnish Parliament in 1987 as a response to the racial segregation of the Apartheid regime. During the same decade, Treston exported its wares to Iraq, where orders were mainly placed by the country's governmental institutions. In addition to almost every country in Europe, Treston's products were sold in such far-flung locations as India, the Middle East and even some African countries, even though South Africa remained off-limits. In the 2000s, Dubai, Australia and Thailand joined the list of countries that Treston exported to. For a long while now, China has served as a key strategic area, and now even has its own country manager. To date, Treston's

A startup is usually a young and innovative company that seeks to develop new products. In addition to their fledging status, startups yearn for rapid growth.

products have been exported to almost 100 countries.

International activities also entail more risks. Low-quality pirate copies represent one risk that can impact the finances and reputation of a company, especially if it is known for its high-quality products. At the beginning of the 2000s, Treston was informed that a company in Russia had patented a copy of its TPH workbench line, meaning that Treston would no longer be allowed to sell that particular line in Russia. A local Russian operator had handled the patenting process, and so Leo Saarikallio travelled to Russia personally to deal with the matter. He went through Treston's sales history with the company's dealer in Russia, and the dealer finally sued the Russian party that had been granted the patent. Treston's documents were used to prove that Treston had already exported the TPH workbench to Russia when it was still called the Soviet Union.

All Treston staff who were active in its international markets were encouraged to develop their language skills. At one point, a language studio was set up in one of the rooms in the factory, so that employees could listen to teaching cassettes during their workday.

Today, in the 2020s, Treston is the number one designer and manufacturer of ergonomic industrial furniture in Europe. Treston has always been led by people with international expertise and who know the ins and outs of the global market.



Pertti O. Seeve presenting Treston's products in the early 1970s.



Treston's team in France. Right: Thierry Peron.



Palaset modules in the display window of PUB, a department store in Stockholm, Sweden, in the summer of 1972.



Treston Ltd's office in England.

HOW ABOUT A PLASTIC COFFIN?

In the late 1970s, Treston set up a series of brainstorming sessions to come up with new product ideas, and the company's many engineers and designers were told that no idea would be considered too outlandish. The company was desperate to come up with new products so that its factory could be operated at full capacity again. Even plastic coffins were included in the list of potential product candidates, but they never ended up on the production line.

ENCLOSING TVS IN PLASTIC

The decision was made to choose subcontracting for the electronics industry as Treston's new operating model. The stage had already been set, at least in part, as Treston had some previous experience in the manufacture of assembly furniture and plastic storage box lines for various industrial companies. Treston began to provide its subcontracting services to such major companies as Philips, manufacturing the cases used in its turntables and speakers. Treston was able to utilise the advanced surface treatment technique it had developed for its Palaset line in its manufacturing process for large plastic items. Treston manufactured hockey blades for Karhu-Titan, and it provided its services to various other companies, such as Labsystems, Esab and Nokia computers. As Treston's subcontracting operations grew, Salora, a Finnish television manufacturer, became its largest client. At the end of the 1970s, Treston became the first company in Finland to produce large plastic TV enclosures. The company purchased hot stamping machines from Germany to create TV enclosures that looked just like walnut or jacaranda. Silver-coloured TV enclosures also remained a popular choice for a long while. When plastic TV enclosures were introduced to the market, demand soon outstripped all production capacity. The time it took to manufacture a single enclosure using injection moulding was 2.5 minutes – far too long. Saloplast Oy, which was founded in 1979, soon acquired its own machines to begin producing large TV enclosures. Saloplast's owner, Taisto Lehti, would later purchase almost a third of Treston's shares.

As a pioneer of the plastics industry, Treston was able to further deepen its expertise in injection moulding and plastic materials. Its design process focused heavily on the quality, dimensional accuracy and durability of its end products.



PATERNOSTER HELPED ENHANCE THE ASSEMBLY PROCESS

As the electronics industry continued to grow, the need for new types of workstations that were akin to the Paternoster emerged, as they helped speed up the assembly process and save crucial space. Every component had to be available quickly and easily, to ensure the efficiency of the assembly process. Naturally, Treston's pick-up boxes fit the rotating Paternoster workstation.

In cooperation with Salora, Treston designed the Trescomp product line, which was an advanced assembly system designed for circuit board assembly work. The series included a Paternoster workstation where a single employee could handle the entire assembly process. Whenever they pressed the integrated foot pedal, the employee would receive a new row of pick-up boxes that contained the next set of necessary components. New pick-up boxes were taken by wagon to the Paternoster after the previous boxes had been emptied. The workstation also took into account the employee's work ergonomics.

Salora's and Finlux's TV plants utilised hundreds of Paternoster workstations for their production processes.

This was a significant change to the previous assembly process, which had been carried out on an assembly line. Assembly lines were problematic: they could not function at optimal capacity if a single employee was absent or if everyone happened to be there at the same time and there were not enough workstation for everyone on the line.

Trescomp products were made in orange, which was typical for the 1970s.

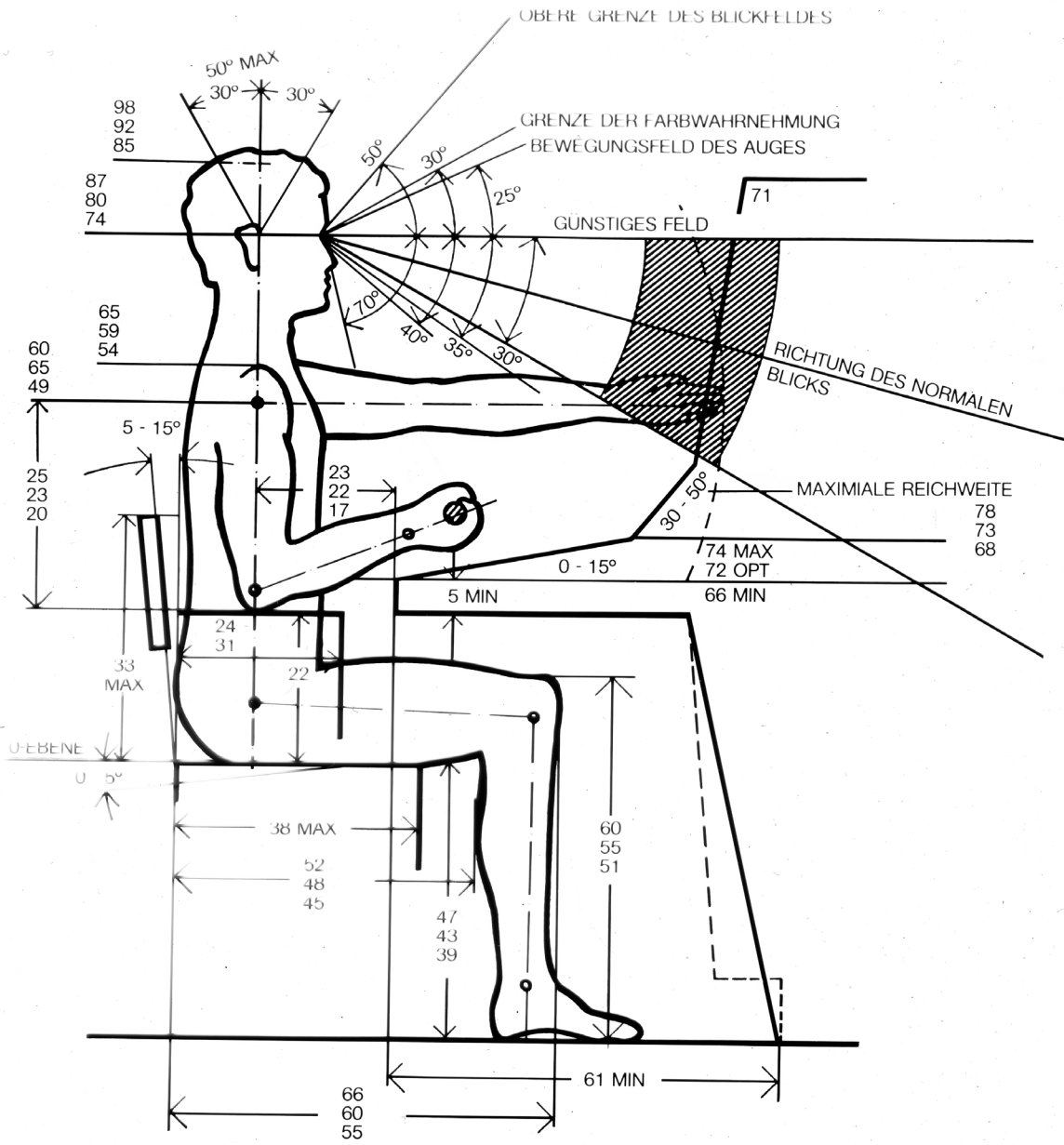
In the 1990s, the Trescomp product line was renewed. A control system was developed together with a Danish company, to ensure that each component was provided in the right order. The workstation screen displayed which shelf and box the following components were located in, and a beam of light showed the employee where the component was to be installed.

Down and dirty

Painting a television enclosure demanded a great level of accuracy. Almost all of the painters in the factory were women, and it had always been a principle at Treston that a person's wage was determined by their duties. In fact, some of the best-paid workers in the factory were the women on the painting line. The company's best painters, Sylvia and Sinikka, often liked to test new ideas on the enclosures, and sought to develop painting techniques that could achieve the smoothest possible finish. Once the paint had hardened, any runoffs had to be sanded using fine sanding paper, which was a tedious and difficult task.

The sanding process had to be done manually. Five or six women would sit in a circle and talk to pass the time, and the person with the raunchiest stories would get the best laughs. All of the bosses in the factory were men, and they would often walk along the corridors in their suits and ties to see how the work was proceeding. Whenever someone spotted a tie, the gossip and gab would grind to a halt.

Later, the enclosures would be injected using coloured plastic, which eliminated the need for any painting or sanding.



The design of the Paternoster workstation included extensive studies in human ergonomics and movement.



Paternoster workstations in a television factory in Turku.

TRESTON OY

TRESCOMP®



Treston's fair stand for its Salora assembly system. From the left: Arja Kangas, Pertti O. Seeve and Raimo Tantt, the designer of the Paternoster workstation. Salora's representative demonstrates how the assembly system works.



International companies advertised Treston's Paternoster workstations at their own stands. In the mid-1980s, Treston's British representative Link-Hampson became Treston Ltd.

Remote work in the yard

One day, while making Paternoster workstations, the employees in Treston's factory noticed how beautiful and sunny the weather outside was. Working inside the factory felt like a drag, and so the men loaded their pipes and saws onto a forklift platform and moved their workstations outdoors. This is what passed for remote work in the 1970s!

WORKING IN A FACTORY

The metal parts used in the frames of Treston's storage bin cabinets were made using a press. Nine women were responsible for the ten machines in the factory, as one of the machines had to be available for maintenance work and other necessary installations. Working in the factory could sometimes be monotonous, as the same lines were always manufactured for around four days at a time.

The goal was to manufacture 360 frames in a day. In the morning, four palletfuls could be manufactured easily. The employees who smoked used to take a cigarette-long break after each pallet. However, after lunch was over, most of the employees were not able to keep up at this pace. By the afternoon, efficiency would plummet, with fewer completed pallets.

The United Kingdom's Ministry of Defence was a major purchaser of Treston's storage bin cabinets. The ministry would order in large quantities, and a lot of craftsmanship was needed to complete each cabinet. Treston's factory would often attempt to estimate the required number of cabinets several months in advance, so that the finished products could be delivered as quickly as possible whenever an order was placed.

A PRODUCT LINE FOR INDUSTRIAL FURNITURE

When Treston merged with Vaasan Höyrymylly in 1977, the company also acquired Ergofinn Oy, the first manufacturer of ergonomic workstation furniture in Finland. The company had developed a new, modular collection of workstations that focused heavily on work ergonomics. Treston realised



The construction of the new wing for the factory.



Treston delivered over 1,000 workstations to Siemens' factory in Helsinki.

Crispbread and dog food

Treston's employees were entitled to a discount at the company's store. It should come as no surprise that many chose to furnish their homes with Palaset modules. When the merger with Vaasan Höyrymylly was completed, the range of products available in the personnel store was expanded to include the various food items produced by Treston's parent company, such as crispbread, flour, and a very affordable line of dog food.

the exporting possibilities that this product had, and at the beginning of the 1980s, the company constructed a new wing in its factory to manufacture the workstations. A new product line for industrial furniture was launched and, for the first time, office chairs were included in the Treston's production pipeline. The parts for the chairs came from Norway and were assembled in Treston's factory.



In 1980, Treston introduced its new collection of ergonomic workstations at the NordData Fair.



In 1985, Treston delivered a large number of workstations to Punane Ret, a radio and electronics manufacturer in Tallinn, Estonia, then part of the Soviet Union. Later, the Finnish company Elcoteq manufactured its products in the same premises.

TRESTON AS A WORKPLACE

Most of the people at Treston have worked there for a very long time. Unlike in most companies, Treston is a place where thirty years of continuous service is the rule rather than the exception. While a long career may not mean a rapid increase in one's pay, the people who have remained loyal to Treston have embraced its sense of persistence and certainty.

Matti Suomi, the foreman of the metal department, worked for 39 years at Treston. Sirkku Sorell's stint at Treston, which culminated in her becoming the head of the sales department, lasted for 38 years, while Arja Kangas worked in Treston's domestic sales department for over 35 years. Teuvo Viitanen, whose career spanned more than 30 years, originally joined the company as a welder, and he later served as the company's chief shop steward. HR Secretary Heli Orsiini joined Treston at the very start of the company and retired in the 2010s. Many other employees have worked at Treston for decades.

Treston has served as the main employer of several families and generations. Some have found their significant others and even spouses while working at the factory. Arto and Marja-Leena Saarinen's entire family, 5 people in all, have worked at Treston, as has Jouko Lenkkeri and his two sons, Janne and Juha. Treston's brochures often feature the people who work at the factory. Both Jouko and Juha Lenkkeri have

ended up in Treston's brochures, and Juha was even featured on the cover of the brochure for Treston's Kennoset line.

Treston has always provided its employees with the opportunity to hone their skills and take on more demanding tasks. Some have even moved between the factory and the office from time to time.

Treston established its performance reward scheme in the late 1990s. Employees were granted a performance bonus based on the company's operating profit – this helped ensure that the company could actually afford to pay its employees more. When the system was introduced, the concept of corporate operating profit was fairly unknown to several of the company's employees. The performance reward scheme encouraged employees to monitor and analyse the company's financial figures and performance indicators. If the company succeeded, their salary would also increase. In just a few short years, the performance bonus scheme helped increase wages by 15%.

At the turn of the 2000s, the company formulated a pay rating classification to improve the fairness of its salaries. Heli Orsiini, Treston's long-serving HR secretary, drafted the classification together with Chief Shop Steward Teuvo Viitanen and Production Manager Antero

Saarto. Every job was assessed separately to establish a pay grade for each task. Not everyone was satisfied with their classification, and some even felt that their work was not being compensated accordingly. To solve this problem, a wider job rotation programme was proposed for the factory, so that employees could change tasks and wage levels at appropriate intervals. However, the workers in the factory were not initially very interested in this proposal. After a while, the company's employees reported much higher satisfaction levels with the system. The company was also able to successfully introduce a job rotation programme, allowing its multitasked employees to truly shine. Today, Treston's flexible and adaptable production

process is largely based on the multiple skills of its employees and the company's efficient job rotation systems.

Today, in the 2020s, Treston's main shareholders know their company through and through, as they have been part of the company for a long while. Antero Saarto joined Treston in 1983 and became its production manager in 1991, meaning that his career at the company has spanned a period of around 40 years. Leo Saarikallio was hired to Treston three times – even though he always wanted to see and experience the world and the career opportunities in it, he has always had a home at Treston.

Chief shop stewards in action

Over the decades, Treston's chief shop stewards have been forced to take action numerous times. Since Treston's headcount can be numbered in the hundreds, there are bound to be a few bad apples in every batch. Some have submitted forged sick leave certificates, while others have resorted to outright theft. During the Palaset boom, some employees tried to turn a profit by selling the products they bought at staff prices. At times, the company's chief shop stewards have travelled all the way to Helsinki, the capital of Finland, to participate in negotiations between the unions that represent the company's employees and employers. However, the representatives of both parties always travelled together.

Some of the biggest disputes that the shop stewards have dealt with have occurred between employees, and these disputes have not always been directly related to any work matters. However, to keep the peace, these types of squabbles need to be sorted out at the workplace.



Kolme polvea Trestonilaisia

Leila Lehtinen

Satu Lehtinen

Hannes Peltoniemi

Three generations of Treston employees

Satu Lehtinen has worked for Treston for over 20 years. Satu knew of the company even before the start of her career, since her mother and grandfather had previously worked at the factory. Her grandfather, Hannes Peltoniemi, worked two shifts on a plastic injection moulding machine and later became a paint mixer. Leila Lehtinen, Satu's mother, painted and sanded plastic enclosures for televisions. Satu was trained in metalworks, but over the years, she has tried almost every job at the factory. In the Treston factory, people are expected to do their part whenever they are need, and the older hands are always ready to train the next generation of experts.

Three generations of Treston employees: Next to Antero Saarto (left): Leila Lehtinen, her daughter Satu Lehtinen, Chief Shop Steward Teuvo Viitanen, and Hannes Peltoniemi, Leila's father and Satu's grandfather.

Cigarettes and refreshments

The rules and customs of working life in the 1970s were much different from those in the 2020s. Employees could light a post-lunch cigarette in Treston's cafeteria, so long as they did so at a distance from the other diners. People also often smoked inside the factory and office while they worked.

The factory could become a veritable hothouse during the summer. Occasionally, some night shifters would bring a bagful of beer bottles to work. When the foreman saw what was happening and forbade them from drinking any beer while they worked, the men said they would simply go home to drink the rest. This was a real problem, as there was a lot of work to be done – finding good employees was a vexingly hard task, and the lorries would be coming in the morning to pick up the finished products. A compromise was reached: the men could continue their work, provided that they quenched their thirst in moderation.

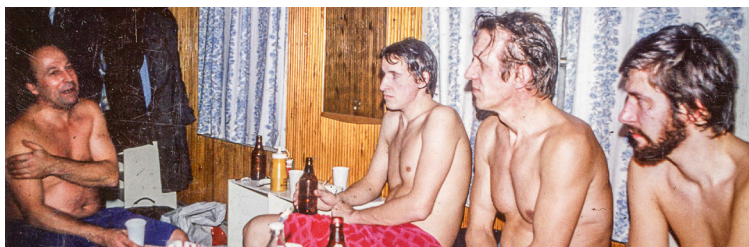
Some employees would enjoy their beers to such an extent that they preferred to stay at home for longer periods of time. When Treston was flying high, it could scarcely find enough able hands – the company even tried to entice people from the remotest corners of northern Finland. After Treston was merged into Vaasan Höyrymilly, the company purchased a bunch of flats from nearby areas, so that employees from afar could be provided with the necessary accommodations.

Matti Suomi once drove the company van to pick up a "long-lost" employee from a nearby suburb. He was able to convince the man to hop in the van, but on his way back, he stopped at a red light, and the man decided to run back home. He would later return back to work after he had sobered up and found other things to focus on in his life.



In 1980, Treston commemorated the employees who had worked at the company for ten years. Left, back row: Matti Suomi. Second from the right: Heikki Kiviluoto. Third from the right: Arja Kangas.

The production team's sauna evening in the 1980s.



Treston's international employees also liked to relax in the sauna after a long day at work or a demanding negotiation. From the left: Mike Moore and Martin Symons.



Everyone knows Treston

Arja Kangas was at a trade fair somewhere in Finland, far away from Turku. After a long day at the fair, Arja went to the hotel's restaurant to unwind, and a man asked her to dance. While they danced and chatted about their work, Arja mentioned that she worked for Treston. "What a funny coincidence! I've done business with Treston. I talked to this woman, Arja, but she seemed really uptight." Suffice it to say that Arja never told her name to her dance partner after that.



Arja Kangas.

SAVING ENERGY AND EXPANDING THE FACTORY

In 1979, Antero Saarto came to Treston as a summer employee. Saarto had studied energy and plastic engineering at Åbo Akademi University, and Production Manager Esko Hakala duly tasked the young man to conduct an energy survey for the factory.



Antero Saarto as a fresh-faced plastics engineer in the early 1980s.

After the energy crisis in the early 1970s, Treston was eager to save energy and money wherever it could. Every single office supply item had to be marked in a booklet, right down to each individual pencil and photocopy. The company's consumption levels were monitored constantly, as heat and water were some of its most significant cost items.



Scan the QR code with your smartphone's camera and listen to the story of Treston's two water tanks.

Saarto formulated a survey and measured the amounts of heat and water that were wasted at the factory, searching for ways to improve the company's energy use. Saarto scoured every inch of the factory with his measuring devices, and soon he knew the factory's layout like the back of his hand.

Based on Saarto's survey, a closed water cooling system was designed for the factory. At first, the company was able to use as much water as it wanted, but the city's officials soon noticed what was happening and began demanding payment for the extra water. Not long after, Treston was billed by each cubic metre of water that it used. Under the new system, cold water was drawn from the municipal network to the factory's tanks, stored in a cooling tower in the factory yard, and then circulated within the company's cooling network. The tanks were originally designed for storing marine wastewater, but these particular tanks were never used for that purpose. Soon, the company had cut its water use to such a degree that the new system paid for itself in just two months. Even today, in the 2020s, the company still uses the same tanks to cool its factory – talk about value for money!

Right around the same time, Treston's factory was expanded again to bolster its metal production capacity. The energy economy of the new building, which encompassed a whopping four thousand square metres, was naturally of great importance to the company. On the basis of Saarto's survey, the new building was fitted with an ultra-modern heat recovery system that could recover the heat found in exhaust air to heat the inside of the factory. Ever since the 1970s, Treston has continued to pay a great deal of attention to its energy efficiency and how it can save energy.

COMPUTERS NEED TABLES

In the 1970s, Treston decided to invest in furnishings for lighter industries and look for new business opportunities. By the end of the decade, information technology had begun to take over the sector. Treston acquired ATK-Kaluste Oy, a manufacturer of office tables, and the company was now ready to expand its focus from the factory floor to the office. Treston soon released two bespoke work desks that were designed with computers in mind. At the time, computers were big and bulky

boxes that required their own special work desks. However, as time went on, computers became smaller and smaller, negating the need for any bespoke solutions.

In the early 1980s, Treston manufactured the front plates of Nokia's MikroMikko systems, which was a line of desktop computers designed for business use.

In the early 1980s, the first computers were purchased for Treston's office. Most of the employees had never seen such contraptions before. While the company was not able to provide much training on how they should be used, people gradually learned how to get the most out of them through trial and error.

Introduced in the 1970s, microcomputers and personal computers, or PCs, helped revolutionise the industry. More and more computers were also being designed for personal use. Nokia's first computer model, the MikroMikko, was released in autumn 1981. Soon, computers began to replace the once-ubiquitous typewriter.

TRESTON'S MOST EXPENSIVE PROTOTYPE

Although computer tables were an interesting business opportunity, Treston never wavered from its focus on heavy-duty workstations. The company expanded its subcontracting activities into the electronics, household appliances and consumer devices sector. Plastic products also remained a key part of Treston's production roster, and in the 1980s, the company introduced various new innovations, such as footrests and floor gratings made from plastic.

Treston placed a tremendous amount of effort in the design of a small plastic pallet for Kesko, one of Finland's largest retail chains. The miniature pallet was designed with small grocery stores in mind, so that any items could be stocked and shelved as-is, reducing the time that it took to restock a store. The prototype of the small pallet eventually became the most expensive design in Treston's history, especially since it never made it to production – its legs could not be placed in an optimal way, no matter how much the company tried. The mould used to create the pallet was eventually sold to another plastic contract manufacturer, allowing Treston to recoup some of its costs.

TRESTON JOINS THE SOKERI GROUP

Treston's parent company, Vaasan Höyrymylly, was renamed Vaasanmylly Oy in 1981. In the following year, the company was acquired by Suomen Sokeri, a Finnish manufacturer of sugar products. Treston joined the Sokeri Group and continued to operate as an independent entity. The company's official name, Vaasan Höyrymylly Oy Treston, was again shortened to Treston Oy.

The Sokeri Group was active in the training of Treston's new generation of managers in the 1980s. At first, Sokeri's plan was to maintain Treston under its group structure. The training courses and

modules for Treston's managers were purchased from Lifim, the Finnish Institute of Management, a supplementary training institution for corporate executives. The training process provided the young managers with ideas on how to discover new business opportunities, decentralise the company's activities, and search for multiple foundational pillars for the company's business.

The Sokeri Group also owned Kasten Oy, a stalwart of the Finnish metal industry that had been founded

Treston's product brochures from the 1980s.

TRESTON

Hobby - monisäilö Hobby - box

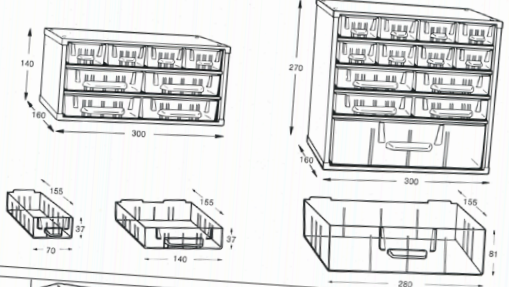
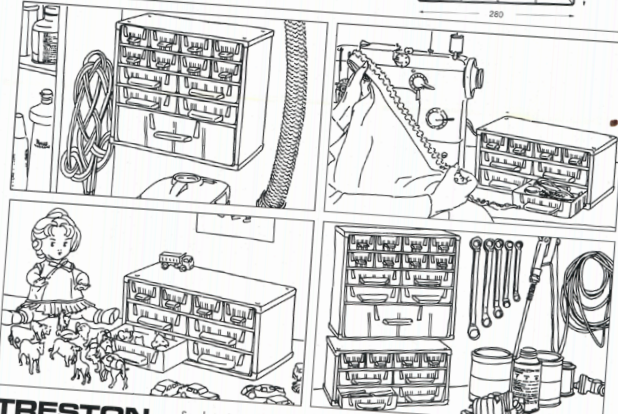


Kätevät, kesivävät monisäilöt auttavat järjestyksen luomisessa ja ylläpitämisessä. Ne ratkaisevat kaikki kodin pikkunippeleiden ja -nappeleiden säilytysongelmat.

These Treston hobbyboxes will greatly help you and your family, to locate those hundred-and-one domestic odds and ends that up till now you have never been able to lay your hands on when needed.

Tuote n:o: 100-5 (punainen), 100-7 (vihreä)
 Materiaali: runko maalattua teräslevyä, laatikot lasinkirkasta polystyreeniä
 Pakkaus: kutistemuovikaivo
 Kujetuspakkaus: määrä 4 kpl, paino 7,5 kg, tilavuus 0,038 m³
 Code: 100-5 (red), 100-7 (green)
 Material: frame: stove-enamelled steel plate, drawers: clear polystyrene
 Packing: shrink wrap
 Transport carton: quantity 4 pcs, weight 7,5 kg, volume 0,038 m³

Tuote n:o: 200-5 (punainen), 200-7 (vihreä)
 Materiaali: runko maalattua teräslevyä, laatikot lasinkirkasta polystyreeniä
 Pakkaus: kutistemuovikaivo
 Kujetuspakkaus: määrä 4 kpl, paino 12,0 kg, tilavuus 0,069 m³
 Code: 200-5 (red), 200-7 (green)
 Material: frame: stove-enamelled steel plate, drawers: clear polystyrene
 Packing: shrink wrap
 Transport carton: quantity 4 pcs, weight 12,0 kg, volume 0,069 m³

TRESTON
MADE IN FINLAND

Sorakatu 1
 20720 Turku 72, Finland
 ☎ 921-361111
 Telex 62-194 treko sf

POHJENSIVU OY 1981

at the end of the 1800s. Kasten manufactured storage racks, and Treston had served as its long-time collaborator. Heikki Kiviluoto served as the managing director of both companies for some time.

In 1985, Treston purchased a transport container production line from Sarvis, a pioneer of the Finnish plastics industry. The line was used to manufacture several products, such as Kennoset bins, which are still made from recycled plastic in the 2020s.

The Palaset line was also revamped and relaunched: Ristomatti Ratia designed the new Palaset Design line, which included magazine cases and other storage solutions for both homes and offices.



Taisto Ahlroos testing the durability of Treston's industrial drawer units.

ESD, AN INVISIBLE PROBLEM

An electrostatic discharge (ESD) occurs when two electrically charged pieces come into contact. The result is a strong electrostatic discharge that can cause serious damage to any delicate components. The term "EPA" (ESD Protected Area) refers to an area that has been protected from static electricity.

In the 1980s, Treston began to specialise in the design and manufacture of ESD furniture. The problems that electrostatic discharges, or ESDs, posed for the electronics industry had been detected as early as the 1970s, but it was not until the 1980s that the industry began to really focus on ESD protection. The need for ESD protection came from Treston's customers, and since Treston was always willing to listen to its customers, the company was able to quickly seize this new opportunity.

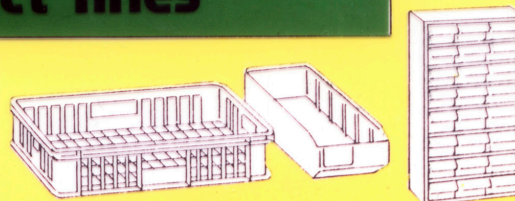
Most electronics and electronic components, such as component plates, are sensitive to static discharges, and even the smallest and most unnoticeable discharges can seriously damage them. These types of defects are not easily detected during the manufacturing process, and the issue may only become evident once the end product either fails or functions for a considerably shorter time than what is to be expected. As a subcontractor for the electronics industry, Treston began manufacturing ESD-protected furniture. Since increasing numbers of electronics were being integrated into all types of products, many companies needed to include ESD-protected EPA areas in their facilities.

- I can always smell the ESD in the air whenever those products are made.**
- You? How do you smell anything, since you never stop smoking?**
- A discussion between two Treston employees in the 1980s**

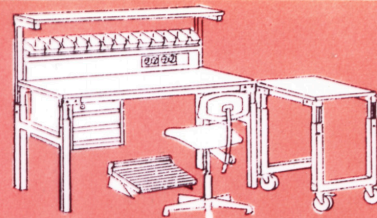
The ESD protection itself did not cause any smells, but the injection moulding of plastic, especially when the colour of a product was changed, involved a lot of strong fumes.

Trestonin tuotelinjat Product lines

Varastokalusteet / kuljetus-
laatikot
Storage equipment / containers
57 %



Teollisuuskalusteet
Industrial Furniture
20 %



ATK-kalusteet
EDP-Furniture
5 %



Palaset
Palaset Furnishing elements /
design
7 %



Alihankinta
Subcontracting
11 %





Taisto Lehti.

THE MANAGERS ARE HANDED THE KEYS TO THE COMPANY

After five years, Suomen Sokeri decided to change its strategy and give up its ownership of Treston. In 1987, Treston was sold off in four parts. The company's senior management and two other parties purchased the core business from Suomen Sokeri for 18 million Finnish marks, or around 5,6 million euros in today's money. Now, the owners of the company were Managing Director Heikki Kiviluoto and Production Manager Esko Hakala, with a total stake of 40%. Taisto Lehti and Heikki Tavela, who served as the company's financiers and investors, purchased the remaining 60%. Heikki Tavela negotiated a loan from Kansallis-Osake-Pankki, a large Finnish commercial bank, for which Lehti and Tavela arranged the necessary collateral. The managers hopped on board by paying their 40% stake in the million-mark share capital – 400,000 Finnish marks in all. Over the next 20 years, their sizable investment would reward them handsomely.

The company's factory and office property were valued at nearly 25 million Finnish marks, or 8 million euros. No bank would ever grant such a substantial loan, and following a competitive tender, the property was sold to the Fennia Mutual Insurance Company. The sale included a 10-year lease and a right of repurchase. Treston would later exercise this right to buy back the property from Fennia. Currently, in the 2020s, the property is owned by a separate real estate company.

The new Treston came with the company's storage and industrial furniture lines as well as the Kennoset production line that had been purchased from Sarvis a few years earlier. The transport container production line from Sarvis was sold to Treston's Swedish competitor, Perstorp AB. The Palaset Design product line was sold to MK-Tuote.

Treston's contract manufacturing business was sold to Saloplast, which was half-owned by Taisto Lehti.

The original Palaset collection was discontinued, and the equipment was left to Treston. The company also discontinued its computer furniture line in its entirety.

Treston decided to double down on its core business, i.e. the sales and manufacture of industrial and storage furniture, the main target group of which was the electronics industry. The company sold its products both directly and through its mail-order catalogues, and it also maintained its traditional dealer network.

This focus reinvigorated the company and provided it with a lucrative season that helped to refill its coffers. Based on its previous lessons, the company remained vigilant of its finances. No unreasonable risks were taken, and the company kept its head even when it was awash with success. Managing Director Heikki Kiviluoto was particularly adamant about maintaining a modest attitude – there was no reason to let anyone else know how well the company was really doing.



From the left: Production Manager Esko Hakala, Managing Director Martin Symons from Treston's English subsidiary, and Managing Director Heikki Kiviluoto.

Heikki Tavela, a man of particular tastes

As the chairman of Treston's Board of Directors, Heikki Tavela was known for his strong personality. The board's meetings were held almost exclusively in Helsinki, in the grand cabinet of the Hotel Palace. Occasionally, the board convened in Tavela's home, in the heart of Helsinki. A few times a year, Tavela and Taisto Lehti travelled to Treston's offices in Turku in the back seat of Tavela's large Mercedes Benz. Tavela's housekeeper, whom he called "little miss" (she was 65 at the time), would always pack them a hearty lunch for the trip. Tavela did not fully trust the catering at the Turku office.



Treston office chairs, designed by Yrjö Kukkapuro.

DESIGN

Treston's first real hit, the Palaset series, was aimed at consumers. Much of Palaset's success was due to its aesthetics and unique design. In Treston's later products, function – or practicality and purpose – was elevated to at least equal status. Industrial design refers to a much more comprehensive set of factors than just the appearance and aesthetics of a product, encompassing both its functionality and ergonomics. Treston has always placed more emphasis on the aesthetics of its products than most of its competitors.

Much of Treston's customer base is strongly oriented towards striking motifs, visual flair and luxurious design. Some of Treston's most important clients include Louis Vuitton's and Michael Kors' bag and accessory manufacturers, as well as Chanel. Treston's furniture designs have always struck a good balance between aesthetics, functionality, design and ergonomics.

Treston's first designer was Ristomatti Ratia, who received his training in England. He was responsible for the design of the Palaset series, which would go on to reach worldwide success.

Industrial designer Matti Mäkinen had been employed by Ergofinn Oy since the 1970s, when it was acquired by Treston. Mäkinen specialised in ergonomic workstation furniture and various furniture systems, and he helped modernise Treston's workstation furniture lines in the mid-1990s. Treston's industrial workstation kits were modular, so they could be modified to meet each customer's needs at a reasonable cost.

In 1990, Ergonomia Design, a design company owned by Finland's leading industrial designers Juhani Salovaara, Heikki Kiiski and Hannu Kähönen merged with Tapani Hyvönen's Destem Design Oy to become ED-Design Oy. The idea for the merger had come from Ristomatti Ratia, as all of the aforementioned designers had previously collaborated at Treston.



The WB workbench.

In the early 1990s, Treston launched the adjustable CWB/VP workstation series, which was created by ED-Design. Matti Mäkinen, a familiar face at Treston since his days in Ergofinn Oy, was part of the accessory design team. The traditional blue colour of Treston's industrial furniture was changed to grey. The EP series workstation, which was created by ED-Design for the electronics industry, remained in production for almost ten years. In the mid-1990s, ED-Design created the aluminium-framed WS workstation, which was also designed for the electronics industry. Juhani Salovaara was also responsible for the design of various Treston drawers.

In the 1980s, Hannu Kähönen redesigned Treston's shelf bins and small drawers and launched his own bespoke stacking bin. Treston's X-series office chairs were launched in the early 2000s, in collaboration with famed Finnish designer Yrjö Kukkapuro.

For many industrial designers, technical constraints are both a welcome challenge and a source of numerous headaches. Creative design must adapt to the use of various factory mechanisms, such as gas springs. Good industrial design does not focus solely on functionality, as it must also take cost-effectiveness and aesthetics into account.

The colours used in Treston's industrial furniture have varied by the decade. In the 1970s, bright orange was the colour of choice, and Treston's Trescomp furniture followed the style of the times. In the 1980s, Treston's furniture was painted blue, and then grey became the de facto colour of the 1990s. In the following decades, the company has continued to focus on various timeless and neutral shades of grey.

Many designers who have worked for Treston have received numerous significant design awards, both in Finland and abroad.



Tuula Joento, who worked in Treston's financial administration, ended up as a foot model in Treston's footrest brochure.



A Treston Christmas greeting card.



An international sales meeting in Lapland. Michael Junius/Treston GmbH and Kim Lagerstedt/Kasten AB.



Regional Export Manager Kimmo Ruottu and Marketing Manager Leo Saarikallio.



Sinikka Sundberg, a buyer, and Antero Saarto, who had just started as a production manager.



Sirrku Sorell, head of the sales department.



Product designer Kari Koivula.



Treston employees at the turn of the 1980s and 1990s.



Purchasing Manager Vesa Virtanen.



Timo Piiipponen, sales manager for the industrial furniture line.



From the left: Leena Salmela, Hely Tuominen, Esko Hakala and Anne Keski-Levijoki.



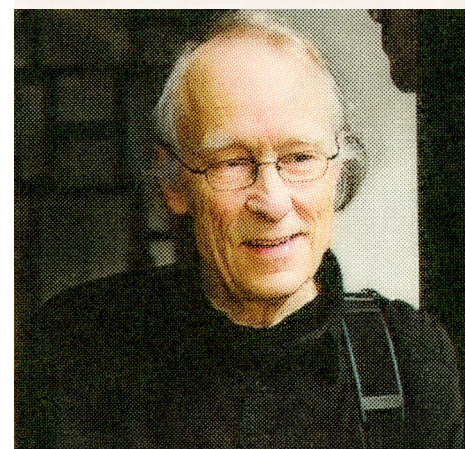
Warehouse foreman Voitto Saarni (left) and Chief Supervisor Taisto Ahlroos.

From brake pedals to work chairs

Reijo Raatesalmi worked as a salesman for Treston's industrial furniture line in Helsinki. When his son became old enough to earn his driving licence, Raatesalmi decided to become his driving instructor. To this end, his car needed an extra brake pedal, and Yrjö Kukkapuro happened to be in possession of one. At the same time, the idea had been floated at Treston that the company needed its own collection of chairs. Raatesalmi arranged for Kukkapuro to visit Treston, and the rest is history.



Trestonin mukaan uuden työtuoliperheen lähtökohtia ovat tinkimätön ergonomia ja esteettinen muotokieli.



Yrjö Kukkapuro



EFFIZIENZ HAT IHRE FORM

TRESTON



INFOPOST
Ein Service der Deutschen Post

ALLEMAGNE Port payé



Machen Sie sich bekannt mit unserer neuen Familie von Designer-Arbeitsstühlen, deren ausgefeilte Ergonomie die Arbeitsintensität in der Industrie wie im Büro steigert. Die guten Arbeitsergebnisse, Wohlbefinden und Ausdauer am Arbeitsplatz sind bei Verwendung des neuen Stuhls eine ganz eigene Klasse.

Die Stuhlserie wurde für Räume konzipiert, die ESD-Schutz erfordern, und für andere anspruchsvolle Verwendung in Industrie und Technik. Ergonomie, Funktionalität und Design verbinden sich mit Materialien und Komponenten, die den Anforderungen an technische Einrichtungen erfüllen.

Die Stuhlfamilie wurde von dem international bekannten und geschätzten finnischen Designer YRJÖ KUKKAPURO in enger Kooperation mit unserem Planungsteam entworfen. Sein skandinavisch schlichtes, klares und elegantes Design gefällt sowohl dem Auge als auch dem Rücken.

Näheres über die Stühle unter www.treston.com

Nehmen Sie an der Verlosung teil, bei der es zehn Designerstühle von Yrjö Kukkapuro zu gewinnen gibt!

Treston GmbH · Thomas-Mann-Str. 21, 22 175 Hamburg
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info.de@treston.com · www.treston.com

EIN ZUVERLÄSSIGER PARTNER FÜR ARBEITSPLATZEINRICHTUNGEN

TRESTON

Eye-catching marketing images that were used in Germany for Treston's office chair, which was designed by Yrjö Kukkapuro.

THE ONE-MARK ACQUISITION

In 1989, Treston acquired part of Hexaplan Oy, a pioneering industrial mail-order sales company in Finland. A great deal of industrial furniture was sold through mail order catalogues in Germany, and Treston believed that the same could also be done in Finland. Hexaplan was a loss-making company, and the final sale price was one Finnish mark, or around 30 cents in today's money. The caveat to this deal was that Treston would also assume Hexaplan's liabilities, almost 3 million Finnish marks in total.

Hexaplan served as a good testbed for the industrial furniture market. Pertti O. Seeve, who had performed well as the director of Treston's subsidiary in the UK, was made the company's managing director. At Seeve's initiative, the company's operations were transferred to Turku, which helped reduce its office expenses and administrative costs. Seeve's office was located in the Turku factory, and some of the factory's storage facilities were reserved for Hexaplan's use.

Hexaplan published its industrial furniture sales catalogue three or four times a year, with more than 100,000 copies being printed and mailed to potential customers. Pertti O. Seeve wrote most of the snazzy product descriptions. All product sales were tracked on a page-by-page basis: the sale of each product had to cover their per-page costs. Hexaplan expanded its operations by acquiring similar companies in Sweden and Norway and by establishing a subsidiary in Latvia.

Treston renounced its ownership of Hexaplan in 2013.



Leo Saarikallio in 1987.

LEO SAARIKALLIO JOINS THE SWEDISH TRESTON

Leo Saarikallio first came to Treston in 1986. He was about to graduate from Turku School of Economics when he happened to notice a job posting for an economics or engineering graduate in the industrial furniture business. Timo Piipponen, who was the sales manager of the industrial furniture line, soon took note of Saarikallio's analytical and marketing-oriented attitude as well as his suitably prudent nature. Saarikallio's background in business and economics helped seal the deal: a quick decision was made, and Saarikallio soon began his career in Treston.

By the end of the 1980s, the Finnish economy was in wild spirits, and good jobs were available to able hands. Saarikallio soon became the marketing manager of a housing industry company, but, after a year, he felt tempted to return back to Treston.

Previously, Saarikallio had made plans with Managing Director Heikki Kiviluoto to set up a sales company for Treston in Sweden. The company was launched in 1990, and Saarikallio was appointed its managing director. Saarikallio moved with his family to Sweden and even bought the requisite Volvo station wagon.

Trestonille tytär Ruotsiin

Varasto- ja teollisuuskalusteita valmistava turkulainen Treston Oy perustaa kolmannen ulkomaisen tytäryhtiönsä Ruotsiin. Muut myyntikonttorit sijaitsevat Saksan Liittotasavallassa ja Englannissa.

Trestonin tuotevalikoimaan kuuluvat pientavara-laatikot, hylly- ja ottolaatikot sekä erityisesti elektro-

niikkateollisuuden työaseisiin liittyvät työpöydät, laatikot ja tuolit.

Viennin osuus yhtiön liikevaihdesta on 60 prosenttia Keski-Euroopan ollessa merkittävin markkina-alue.

Trestonin palveluksessa on runsaat 100 henkilöä ja liikevaihto viime vuonna oli vajaat 50 miljoonaa markkaa.

An article in Kauppalehti, a Finnish financial paper, on the establishment of Treston's Swedish subsidiary in 1990.

In 1990, Treston's Swedish sales company Treston AB was founded in Sweden, in the municipality of Täby. Its managing directors have included such figures as Leo Saarikallio and Johnny Lehmann, who had an extensive career at Treston AB.

meeting

In the early 1990s, the 30-year-old Leo Saarikallio packed his bags and moved to Sweden to run Treston's Swedish sales company. His wife and new-born daughter came along with him. During his stint in Sweden, he welcomed another daughter to his family. While Saarikallio had received excellent grades for his Swedish at school, acquiring the practical language skills he needed for his sales deals still required some effort. Leo negotiated a deal with Sven Olof Abrahamsson, the representative for Nokia's Satellite Electronics Unit, in Motala, Sweden. They reviewed the factory's furnishing needs, and everything seemed to be going well. When they shook on the deal, Saarikallio congratulated Abrahamsson by saying "Tack, det var löjligt att träffas." After some confusion, his minor linguistic slip was corrected. No damage had been done, and their business relationship would turn out to be a long-lasting one.

Löjlig is Swedish for ridiculous, ludicrous or absurd. Leo's intention had most likely been to say that "det var trevligt att träffas", or that their meeting had been pleasant – not ridiculous.

A LADY WAITING AT THE BUS STOP

At the end of 1992, Leo Saarikallio moved back to Finland from Sweden and settled in Helsinki. His work in Sweden had included a great deal of travel, and working alternately in Turku and Helsinki did not seem like a particularly difficult or strenuous change. His days in Turku started with a 6 am bus from Helsinki. After a two-hour bus ride, he would meet Arja Kangas at the bus stop in Turku, from which she would drive Saarikallio to the factory in Turku. The bus driver got used to seeing Saarikallio on his bus and knew that Kangas would be waiting for him at the stop. Sometimes Saarikallio would be a little too eager to catch a few winks during his ride. At least once, the bus driver woke Saarikallio up by telling him that “at least I would want to wake up if I had a lady waiting for me at the bus stop!”

WHEN ANTERO SAARTO WAS APPOINTED PRODUCTION MANAGER

In 1991, Antero Saarto was appointed production manager. He had already had a long career at Treston, first as a summer worker responsible for conducting the company’s energy survey and then as a permanent employee since 1983. Saarto later served as the managing director of Plastbolaget i Vadstena AB in Sweden for a year, and naturally purchased the requisite Volvo station wagon during his stint. As an engineer in the energy and plastics sector, Antero understood the production problems he faced and could also seek the best solutions to them. He was also well-versed in marketing.

***You’re a fresh-faced engineer – can’t you afford a wrinkle-free suit with your salary?”
– Heikki Tavela to Antero Saarto in 1991***

FROM EMPLOYEES TO OWNERS

Within 10 years, all of Treston’s debts had been settled, and there was even money in the coffer to the tune of 7 million marks, a substantial sum. The company had a redemption clause that allowed a shareholder to be redeemed if the company had money as well as free capital on its balance sheet. The decision was made to redeem Tavela’s 30% stake in Treston. Esko Hakala’s 10% stake, 100 shares in total, were bought by the company’s newest executives in 1995. The new owners were Marketing Director Leo Saarikallio and Production Manager Antero Saarto, each with 30 shares.

The remaining forty shares were divided equally between Matti Löyttyniemi, the marketing manager responsible for the storage furniture product line and part of the export market; Timo Piipponen, the sales manager responsible for domestic sales; Vesa Virtanen, the purchasing manager responsible for purchases and production planning, and Sinikka Seeve, the company's branch manager.

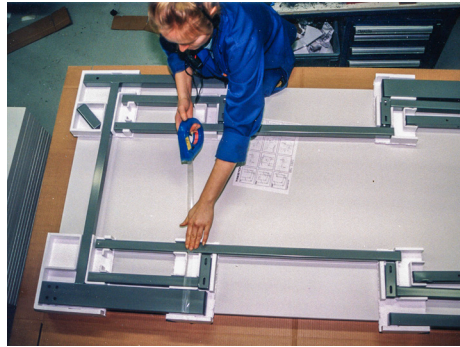
Taisto Lehti and Heikki Kiviluoto remained the largest owners. Now, Kiviluoto and the employees held a controlling interest in the company. Taisto Lehti became the chairman of Treston's Board of Directors, and all future board meetings were held in Turku.

After each board meeting, lunch would be served, following the tradition established by Heikki Tavela. No company matters were discussed during these lunches, as they were meant to be a relaxed and light-hearted affair. Back in Tavela's day, they would often continue until late in the day, with the requisite number of drinks being served. While his successor was not as fond of long lunches, the beverage of choice was still fine wine.

After a few years, Marketing Manager Heikki Härmälä, Quality Manager Matti Wiggerhauser and Sales Office Manager Sirkku Sorell also joined the list of Treston shareholders.



Managing Director Heikki Kiviluoto stayed on as one of Treston's majority owners in 1995.



Photos from Treston's factory in Turku in the 1990s.





The paint shop.

THIRD TIME'S THE CHARM AT TRESTON



Scan the QR code with your smartphone's camera to hear why Leo Saarikallio decided to join Treston for the third time.



Leo Saarikallio became Treston's marketing director in 1995. His home and family, not to mention his wife's work, were located in Helsinki. The constant roaming between Turku and Helsinki had begun to feel strenuous and much too time-consuming. When the position of managing director in the Finnish subsidiary of an international hydraulics conglomerate – a much larger corporation than Treston – was offered to Saarikallio, he seized the opportunity.

But when he looked back at Treston from his new vantage point, the company felt like an even more fascinating place to work.

Saarikallio contacted Heikki Kiviluoto, and his return to Treston was arranged. Hexaplan Oy, which was owned by Treston, was in need of a managing director, as Pertti O. Seeve was about to retire. Saarikallio now joined Treston for the third time.

When Managing Director Heikki Kiviluoto retired in 2002, Leo Saarikallio took his place.

***"I'm not going to buy you any more farewell gifts, since you're always coming and going!"
– Arja Kangas to Leo Saarikallio,
after he joined Treston for the
third time.***

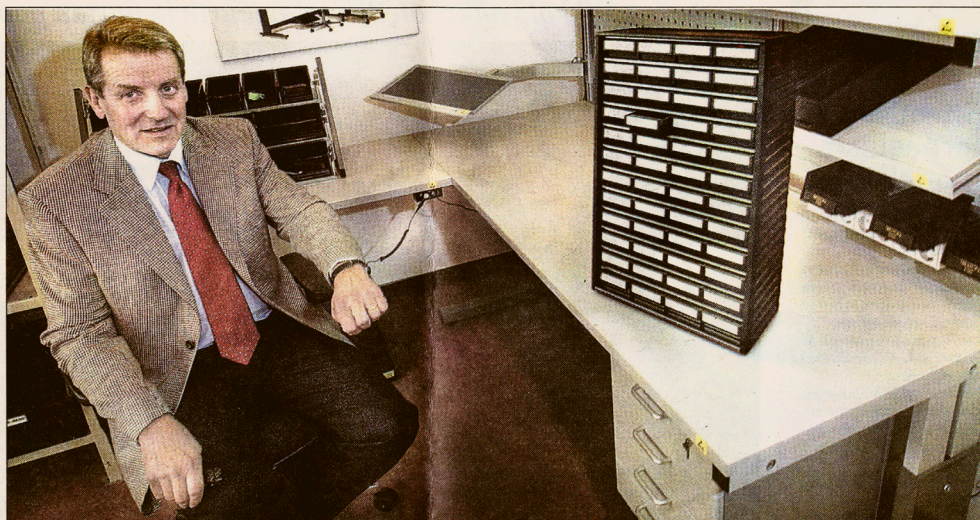
HYVÄ TURKU!

Turkulaisvoimin maailmalle

Teollisuuskalusteiden erikoisfirma Treston on tiukasti paikallinen, vaikka markkinat ovat ympäri maapalloa

50
Tähti-
yritystä

LASSEVIRTANEN
KUVA: JAMI JOKINEN



Trestonin erikoisuutena ovat säädettävät ja sähköä johtavat teollisuuskalusteet. Niitä tarvitaan erityisesti elektronikkateollisuudessa. Trestonin hallituksen puheenjohtaja Heikki Kiviluoto tuntee hyvin myös muovilaatikoita, joita yritys on valmistanut jo 30 vuotta.

Globalisaatio vaikuttaa jo monin tavoin tavallisen ihmisen arkeen. Viimeistään silloin havaitsee elävänsä maailmankylässä, kun huomaa olevansa osa monikansallista konsernia. Yritysosastot ovat tätä päivää. Suomalaiset ostavat, mutta myös suomalaisia yrityksiä ostetaan.

Toisten kohdalla maapalloistuminen tarkoittaa kuitenkin vain maailmanlaajuisia markkinoita. Turkulainen teräksisiä teollisuuskalusteita ja muovisia säilytyskalusteita valmistava Treston on esimerkki tästä. Se on tiukasti turkulainen firma, myös omistukseltaan, vaikka jopa 60 prosenttia tuotannosta menee vientiin.

Treston on aina ollut, perustamisesta lähtien eli vuodesta 1970, vientiyri-ty.

– Suurin markkina-alue on Saksa. Myyntikontto-

reita on Ruotsissa, Puolassa, Saksassa, Englannissa ja usein Kiinan Shanghaissa. Meillä on 25 henkilöä ulkomailla, joista kymmenen Saksassa, arvioi Heikki Kiviluoto, hallituksen puheenjohtaja.

Kiviluoto arvioi, että Saksa on jo nostamassa nenäänsä.

– Näemme selvästi, että suoramyynni on noussut viime vuoden kuopasta.

Teollisuus reagoi.

Suomi on tulevaisuudessa yhä riippuvaisempi viennistä. Euroopassa markkinat ovat jo siirtymässä kohti itää.

– Meillä on aivan mahdettava markkina-alue Itä-Euroopassa, vanha itäblokki ja Venäjä. Se on kypsässä, kunhan meillä on malttia odottaa. Tekemistä ja tarvetta on paljon.

Karkaako suomalainen

teollisuus markkinoiden perässä?

– Tarkkana pitää olla, ettei kilpailutilannetta vaikeuteta entisestään, mutta me olemme selvästi sidoskissa Turun alueeseen. En näe mitään syytä siirtymä pois täältä, sanoo Kiviluoto.

Omistajat ovat tiukasti mukana yhtiön toiminnassa.

– Yhtiä lukuun ottamatta kaikki ovat töissä Tresto-

nissa. Se on ehkä yksi syy, miksi meillä on hyvät kannattavuusluvut. Kaikilla on selvä intressi sen suhteen mitä puuhataan.

– Tavoitteena ei ole vain kasvaa vaan myös hyvä kannattavuus.

Ainoa hiertävä asia on Skanssin alueen kaavoittaminen. Se merkitsee yhtiön rakennusoikeuden vähenemistä.

Trestonin kohderyhmänä on ollut erityisesti

elektronikkateollisuus, mutta varsinaista alihankintaa se ei tee. Asiakkaina on muun muassa Nokia.

– Teemme peruskalusteita. Työpaikoilla tarvitaan aina tuolia, pöytää, hyllyä ja laatikkoa. Siitä ei pääse mihinkään.

– Me suomalaiset olemme aika kekseliäitä, mutta emme me osaa myydä. Siinä pitää kehittyä ja kouluttautua.

Torstai 10. helmikuuta 2005

Turun Sanomat

TALOUS 23

Erikoiskalusteiden laatuvaatimukset pitävät tuotannon Suomessa

Treston tekee Turussa ja myy halpamaihin

TS/Jonny Holmén

Turun Sanomat
LIISA ENKVIST

Elektronikkateollisuuden kalusteiden erikoisvaatimukset ovat pitäneet turkulaisen Trestonin tuotannon kokonaan Turussa. Koivulassa tehdään kaikki kalusteet, jotka päätyvät Suomen, Saksan, Englannin ja Ruotsin lisäksi myös Puolaan, Venäjälle ja Kiinaan.

– Kyllä meidän tapauksessamme tehdään juuri näin päin, että valmistus on Turussa ja asiakas vaikkapa Puolassa, hymyilee Trestonin toimitusjohtaja Leo Saarikallio.

Saarikallion mukaan elektronikkateollisuuden kalusteissa on niin korkeat laatuvaatimukset, että halpatuotantoa ei ole edes harkittu.

– Elektronikkateollisuuden kalusteissa on paljon pieniä staattiselle sähkölle herkkiä komponentteja. Siksi kalusteet eivät saa synnyttää hankaussähköä, Saarikallio selittää.

Kalusteiden niin sanottu ESD-stojuus varjellee ensisijaisesti herkkiä elektronikkaa sähköstaattista alkuperää olevilta vioilta.

– Olemme pystyneet erikoistumaan onnistuneesti, summaa Saarikallio Trestonin menestystä.

Pitkään samassa osoitteessa

Nykyajan nopeasti muuttuvassa yritysmaailmassa Treston on monella tavalla poikkeus. Tuotannon kotimaisuuden lisäksi yritys on toiminnut alusta alkaen 1960-luvulta saakka, samassa kiinteistössä Koivulan Sorakadulla.

Trestonin tuotteista kolmasosa on suuren yleisön paremmin tuntemia muovisia säilytyslaatikoita ja hyllyjä. Aikoinaan Treston tunnettiin myös muovisen Palaset-laatikon tekijänä, mutta nykyisin kaikki tuotteet on tarkoitettu yritys käyttöön, eikä niitä näe tavallisissa rautakaupoissa.



Jari Raitanen särmää metallilaatikon runkoa Trestonin tehtaalla Turun Koivulassa.

Suurin osa tuotannosta, kaksi kolmasosaa, on teollisuuskalusteita, joissa on paljon terästä tai alumiinia.

– Teräksen nousut hinta ei ole vaikuttanut kovinkaan paljon Trestonin, sillä kalusteiden työvoimakustannukset ovat raaka-ainekustannuksia merkittävämmät. Suurempi vaikutus yritykselle sen sijaan on elektronikkatuotannon notkahduksella muutama vuosi sitten. Silloin Trestonillakin jouduttiin irtisanomisiin ja lomautuksiin. Nyt ajat näytävät taas paremmilta.

– Tilauksen määrä on taas kasvussa, vaikka varsinaisesti buumista ei voida vielä puhuaakaan, Saarikallio arvioi.

Nokian lisäksi monta muuta

Trestonilla on Saarikallion mukaan hyvä, terve suhde esimerkiksi Nokiaan. Se on iso asiakas, mutta siitä ei olla riippuvaisia. Asiakskunta onkin varsin laaja, kuten myös tuotevalikoima. Nimikkeitä löytyy toista tuhatta.

– Olemme alusta saakka olleet varsin vientipainotteinen yritys. Tällä hetkellä viennin osuus on

Treston Oy

- Euroopan merkittävimpiä elektronikkateollisuuden kalustajia
- Tytäryhtiöt Ruotsissa, Saksassa, Iso-Britanniassa, Puolassa ja Kiinassa
- Henkilöstöä 105

kaksi kolmasosaa ja suurimmat vientimäärät löytyvät Euroopasta.

Pahin kilpailija on sekini kotimainen.

- Liikevaihto: 11 milj. euroa
- Konserniin kuuluu myös yrityskalusteiden postimyyntifirma Hexaplan
- Koko konsernin liikevaihto on 25 milj. euroa ja se työllistää 150 henkeä

mainen. Saarikallion mielestä onkin varsin mielenkiintoista, että maailman johtavat elektronikkateollisuuden kalustajat tulevat molemmat Suomesta.

Treston-konserniin kuuluu myös yrityskalusteiden kuvasto-kauppaan keskittynyt Hexaplan Oy, joka on lähivuosien aikana ostanut yrityksiä sekä Ruotsista, että Norjasta. Hexaplan on laajentanut toimintaansa joitakin vuosia sitten myös Baltiaan. Postimyyntiin lisäksi yrityskalusteita myydään nettikaupalla.

Puolan armeijan Nato-remontti imee kalusteita Turusta

Turun Sanomat, Varsova
MATTI HOVISEPPÄ

Puolan puolustusvoimille myytävien sähköstaattisten kalusteiden ja työpöisteen rahallinen arvo saattaa nousta lähivuosina jopa miltei puoleen Trestonin puolalaisen tytäryrityksen liikevaihdosta.

Treston Polska pyrkii hyödyntämään raskaalla saappaalalla Puolan vuonna 1999 saavuttamaa Nato-jäsenyyttä, sillä se edellyttää maan armeijan perusteellista remontointia.

– Puolan yltäminen Nato-kunttoon vaatii armeijan toimintojen uudenäikaistamista myös sähköstaattisilla kalusteilla ja työskentelypisteillä, kertoo Treston Polskan toimitusjohtaja Lech Ozieranski.

Puolan armeijan lentokentille ja satamiin uppoavien elektronikkalaitteiden rahallinen arvo saattaa ylittää kahden vuoden kuluttua yli 40 prosenttiin Treston Polskan liikevaihdosta.

Toimitusjohtaja Ozieranski ennustaa viime vuoden runsaan 1,5 miljoonan zlotyn eli noin 400 000 euron myyntitulojen kasvavan kuluvana vuonna lähes 20 prosentilla.

– Meillä on ollut jonkin verran yhteistyötä myös puolustusväline-

valmistaja Patrian kanssa, Ozieranski kertoo.

Runsas seitsemän vuotta sitten 40-miljoonaisen maan elektronikkamarkkinoille laseutunut Treston on kohonnut kärkiryhtisen kastiin säädettäviä työasemia ja muita kalusteita valmistavassa Treston-perheessä.

Staattiselta sähköltä suojaavat ESD-työkaluusteet ovat lyöneet itsensä lopullisesti läpi sekä alan puolalaisissa että ulkomaissa yrityksissä.

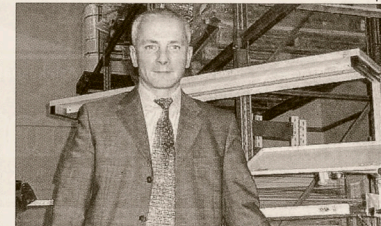
Niiden osuus oli viime vuoden kokonaismyyntistämme 60-70 prosenttia haarakassa, Ozieranski toteaa.

Treston myy Puolan markkinoilla kaikkiaan 500 erilaista tuotetta. Puolasta ei löydy varteenotettavia kotimaisia kilpailijoita, ja italialaisten ja saksalaisten tarjoamat vastaavat teollisuuskalusteet kisailevat eri kategorioissa.

Kaikki Trestonin Puolassa kauppaamat alan tuotteet rahdataan Baltian halki tarvittaessa nopeasakin aikataulussa.

– Pystymme toteuttamaan asiakkain tilauksen parhaimmillaan jopa alle viikossa, kolmisen vuotta Puolan tytäri luotsaanut Lech Ozieranski täsmentää.

Matti Hoviseppä



– Puolan Nato-jäsenyys liihottaa jatkossa tuntuvasti Treston Polskan liikevaihtoa, myhäilee johtaja Lech Ozieranski.

An article about Treston's international success in Turun Sanomat, the largest local newspaper, from 2005.

QUALITY

Nokia's monitor factory in Salo manufactured IBM monitors, and it was an important customer of Treston's. One day, representatives from IBM wanted to visit Treston's factory to verify whether the company was truly good enough to manufacture IBM's monitor enclosures. Treston had no quality system in place, and for a long while, the company believed that it could do without one, since it never received any complaints or shipped any faulty products to its customers. Following their first visit, the representatives from IBM were reluctant to allow Treston to serve as their subcontractor, since the company had no quality system to speak of. However, Treston's collaboration with Salora had been a success, and the people at Salora spoke highly of Treston's eye for quality. The company had even automated its painting facilities, and the production of monitor enclosures became one of its most important business endeavours.

The high and consistent quality of Treston's products has always provided the company with a major competitive edge throughout its history. It soon became vital for Treston to invest in a quality system, as its subcontracted products were being sold to many demanding actors in the electronics industry. Quality systems were not yet widely known in Finnish industry, so Treston had to become a pioneering force in this field as well.

The company began paying increasing attention to its processes, and in the mid-1990s, Matti Wiggenhauser came to Treston to develop its quality system. Treston was soon granted ISO 9001 certification for its product development, design, manufacture, sales and marketing processes.

Since then, Treston has always updated its certified quality and environmental systems to the latest standard.

*A **quality system** is used to describe every quality-oriented activity of a company or organisation. The ISO 9001 standard is the most popular international standard for quality management. Its aim is to help companies continuously improve their operations and increase their customer satisfaction. The basic structure of the standard encompasses management responsibility, resource management, process management, and measurement, analysis and improvement.*

ISO 9001 certification plays an important role in the implementation of sustainable business practices, as a reduced number of errors also helps save costs.

*An **environmental management system** takes environmental issues into account in every aspect of a company's operations. Its aim is to minimise the environmental impact of an organisation and increase the efficiency and effectiveness of its operations.*

TRESTON OY
SORAKATU 1
20720 TURKU

22.5.2001

PUHELINKESKUSTELUUMME VIITATEN LÄHETÄN LUONNOKSENI
VENÄJÄN TOIMITUKSESTA.

TERVEISIN

HEIKKI HÄRMÄLÄ
PUH 236 1111
FAX 236 1140



Heikki Härmälä presenting products to retailers.

TURKULAISIA KALUSTEITA VENÄJÄN ÖLJYTEOLLISUDELLE

TURKULAINEN TEOLLISUUSKALUSTEVALMISTAJA TRESTON TOIMITTA
MERKITTÄVÄN MÄÄRÄN ELEKTRONIKKATEOLLISUUDEN KALUSTEITA
VENÄLÄISELLE SURGUTNEFTEGAS ENERGIA-YHTIÖLLE.
YHTEENSÄ 16 KONTILLISTA TYÖPISTEITÄ LISÄVARUSTEINEEN SUUNTA
RAUTATEITSE SURGUTIIN SIPERIAAN TOUKOKUUN AIKANA. TUOTTEILLA
KALUSTETAAN ÖLJYJALOSTAMON ELEKTRONIKKALABORATORIOITA

TRESTON ON EUROOPAN JOHTAVIA ELEKTRONIKKATEOLLISUUDEN
KALUSTEVALMISTAJIA, VIENNIN OSUS MYYNISTÄ ON LÄHES 70 %. YRITYS
TYÖLLISTÄÄ NOIN 160 HENKEÄ, JOISTA SUOMESSA RUNSAAT SATA.

A press release drafted by Heikki Härmälä in 2001
when Treston sent 16 containers of industrial furniture to
Siberia.

ANOTHER MBO AT TRESTON

In 2006, Heikki Kiviluoto and Taisto Lehti were, after a lengthy series of discussions, ready to sell their respective stakes in Treston to the company's management. Taisto Lehti owned his shares through his investment company, Odensö Oy. Managing Director Leo Saarikallio prepared many excel tables to calculate the company's current state and future prospects. On the basis of these, the company was willing to make a deal with its current owners. The shares were ultimately redeemed with the help of the company's cash reserves and a bank loan. At first, Kiviluoto and Lehti were not eager to give up their lucrative stakes. Leo Saarikallio had known Heikki Kiviluoto for several years, and was well familiar with his cautious personality. Saarikallio wrote a letter to both men highlighting how "we, the younger executives, are not getting any younger" and how a generational shift had to be implemented now rather than later. The letter worked, and the deal was signed.

The new owners included Leo Saarikallio, Antero Saarto, Matti Löyttyniemi, Heikki Härmälä, Matti Wiggenhauser, Marko Könönen, Mari Virtanen and Sirkku Sorell, with Virtanen and Könönen joining as new owners. Of the previous owners, Timo Piipponen, Sinikka Seeve and Vesa Virtanen had already retired.

After the deal, the scope of Treston's operations remained unchanged and even expanded. The years after the sale were very good for Treston's bottom line, and the company was able to repay a substantial part of its bank loan in a relatively short amount of time.

An MBO, or management buyout, is a form of acquisition in which the acting management of a company serves as the party conducting the acquisition. The reasons for such an arrangement are many: the management of a company may desire to keep their jobs, the owners of a company may be keen to sell off their stake, or an external party may wish to take over a company and replace its current management. At times, the people running a company may simply want to extract more financial benefit from it, in addition to their salaries.

MATTI LÖYTTYNIEMI WAS LIKE A FISH IN WATER IN THE INTERNATIONAL MARKET

Matti Löyttyniemi joined Treston as an export manager in 1985. Löyttyniemi's previous experience at the Finnish Fair Corporation meant that he was well-versed in working with international partners. At Treston, Löyttyniemi was able to utilise his versatile linguistic and social skills whenever he represented the company abroad. The relationships that Löyttyniemi forged and cultivated over the years would become some of the company's longest and most fruitful partnerships. Matti felt especially at home in Treston's German-speaking markets: Schäfer Shop, a German mail order company that served the region's industrial powerhouses, became one of Treston's most valued customers.

HEIKKI HÄRMÄLÄ – A PRODUCT SPECIALIST WITH MUSICAL FLAIR

While Matti Löyttyniemi was responsible for the storage furniture product line, Heikki Härmälä was responsible for Treston's industrial furniture. Härmälä joined Treston as a marketing manager in 1996. He was hired for his extensive production expertise, as Treston's industrial furniture solutions were – and still are – fully customisable to each customer's needs. When Härmälä became a member of Treston's management team in the 2010s, he was made responsible for the company's product portfolio and supervising Treston's product managers. Härmälä also played a vital role in the product development process, and got along well with the company's designers. Härmälä not only had an eye for good design, but he was musically gifted as well. Occasionally, Härmälä would end his sales meetings by sitting in front of a piano and delighting his audience with a bit of light jazz.

MARI VIRTANEN WAS A FINANCIAL MANAGEMENT WIZARD

Mari Virtanen joined Treston at the beginning of the 2000s from ABB Oy, where her expertise had been in eastern exports and financial management. Sinikka Seeve's successor soon proved to be more than capable for the task of chief financial officer. Virtanen knew her way around modern digital management and calculation tools – she was so efficient in her work that, from time to time, she would tell the managing director that she was afraid that she did not have enough work to do. Whenever it was time for Treston's audits, Virtanen would invariably receive the auditors' praises, as she always made sure that everything was in good order. Her true trial by fire came in 2011 when Treston began negotiating the purchase of Sovella Oy and preparing for the Sentica deal. Of the 5-person management team, Virtanen bore a great deal of responsibility for the success of these efforts.



Treston's product brochures often feature people from the company. From the left: Teppo Keskitalo and Henna Kärkäs.



Scan the QR code with your smartphone's camera and listen as Taisto Lehti recounts Treston's history.



THE BOLD AND THE HUNGRY

Treston was soon transformed into a bolder version of itself. Heikki Kiviluoto had been a stickler for costs and was widely known for his risk-averse nature, always emphasising steady results over growth. The company's newer and younger owners were willing to take more risks and strive for better results. In 2008, an external member, Harri Launonen, was appointed to Treston's Board of Directors. Launonen had made his name internationally, and his opinions helped steer the board's meetings more towards brave action and strategic reflection. The board no longer had time to discuss any everyday issues or operational matters in its meetings.

In the summer of 2008, the board decided to focus on acquisitions as a key strategy for success. One potential acquisition target was Sovella Oy, Treston's competitor.

In 2008, the Treston Group had a headcount of around 180 people, and 130 of these employees were located in Finland. The ratio of men to women was fairly equal, and the average age of the company's staff was 47 years. The group's net sales were approximately 34 million euros, with exports accounting for 65% of its net sales.

THE DAY WHEN TRESTON'S SALES DROPPED BY 35%

As a result of the collapse of Lehman Brothers, Treston's sales dropped by 35% overnight in 2009. In just a blink of an eye, Treston's customers no longer had any money to invest. Treston was forced to halt its acquisitions for the time being, focusing instead on adjusting its costs. Luckily, this sudden drop in sales proved to be short-lived, resulting in only relatively minor damages. 2010, in turn, would prove to be another good year for the company.

*In September 2008, **Lehman Brothers**, a major American investment bank, filed for bankruptcy, resulting in a catastrophic international recession and the European debt crisis. Founded in 1850, the bank had a turnover of around 59 billion dollars in 2007, with around 26,200 employees in 2008.*

TIME FOR SOME ACQUISITIONS

In the late autumn of 2010, Treston's management was contacted by Risto Summa, the chairman of Sovella Oy's board. Sovella's main owners, Heikki Hilden and Kari Lappalainen, were interested in discussing the terms of an acquisition. Risto Summa also owned a small stake in Sovella.

This was the start of an intense period of reflection at Treston. The purchase of Sovella had been suggested previously when the board had drafted its strategy, the company had repaid a major share of its loans, its earnings were in good shape, and there was money in the coffers. Both Sovella and Treston were Finnish companies that were fully owned by Finns. In a way, they were competitors, but each had its own area of expertise in both production and sales. Both companies had their own operating methods with very little overlap between them. Sovella's business focused more on project-related sales and heavy-duty furniture, while Treston had invested more in fast deliveries and developing the functionality of product packages in logistics chains. Treston was more active in its dealer and distribution networks than Sovella. Even geographically, the companies' customer bases were suitably different. However, the acquisition would be huge, as Sovella and Treston were very much each other's equals.

In February 2011, on Valentine's Day, the acquisition of Sovella was finalised, and Treston acquired Sovella's entire share capital. As a result of the transaction, the traditions and resources of these two strong companies were combined. For the time being, their operations would continue under two separate brands, factories and sales organisations. Their collaboration began with the removal of any overlap in their collections and the pooling of their procurement tenders.

A TINSMITH'S WORKSHOP FROM THE 1800S

Sovella's roots date back to 1876, the year when Master Tinsmith Gabriel Wilhelm Sohlberg founded his workshop in Helsinki. In the 1900s, the Finnish food industry was growing rapidly, and Sohlberg began manufacturing the tin boxes that were in high demand in the coffee, confectionery and fish industries.

The tinsmith's workshop was soon turned into an industrial company, named after the initials of its founder, GWS. In the 1930s, GWS began manufacturing metal furniture for offices and workplaces. After the end of the Second World War, Finland's industrialisation accelerated, helping to kickstart the boom in workplace furniture manufacturing. In the 1950s, GWS began manufacturing industrial furniture as well as lockers and filing cabinets for factories. In the 1960s, the company developed a series of storage solutions for households under its Sovella brand.



The first GWS tin boxes were packed with coffee, sweets and fish.



In the 1940s, GWS' most important products were bottle caps. Despite GWS' expectations, Finnish breweries were not enthusiastic about beer cans.



A new factory was constructed in the Jyväskylä, and GWS' industrial furniture manufacturing and corporate management were moved from Helsinki to the smaller inland city in 1974. The company focused on the development of its heavy-duty industrial furniture and, for example, the TK 75 industrial furniture system, which became the market leader in Finland. In the 1980s, GWS established sales companies in Germany and France, and the United States followed soon after in the 1990s.

"IF WE TREAT OUR WORKERS TOO WELL, WILL THEY BEGIN SLEEPING ON THE JOB?"

Thierry Peron joined GWS in the 1980s as the company's representative in France, later continuing his career at Sovella. Now, in the 2020s, Peron is Treston's country manager in France.

By the end of the 1980s, ergonomics had become a hot-button issue in industrial circles. Looking after the physical well-being of a company's workers while they worked was a novel topic. Peron toured a slew of factories and, together with their employees, sought new opportunities for improving their work postures and processes. In many companies, employees were considered a production factor whose well-being did not add any value to a company's production speed or performance. Some even feared that by increasing their employees' comfort they would be encouraging them to sleep on the job.

Motorised workstations were considered a novelty in the early 1990s. When an ordinary workstation cost 350 francs, its motorised version could cost up to 2,000 francs. For the French, price was always a vital factor. Peron, however, did not focus on the price of the workstations, but on combining ergonomics with the work processes of his clients. After his workday as a salesman was over, Peron would spend the rest of the evening drawing models of various workstations and production lines in his hotel room. Back then, 3D modelling did not exist, and even the final production designs were made by hand. Each model needed to be unique, and no previous drawings could be reused.

Beer became a boon for GWS

At the beginning of 1969, a law was passed in Finland permitting the sale of beer in grocery stores. This paved the way for beer to become the most popular alcoholic beverage in Finland. At the start of the 1970s, GWS began manufacturing beer cans, and crown caps and bottle openers were a tremendous hit for the company as well.

The many duties of a shop steward

Veli Häkkinen joined GWS in the late 1970s as a welder, and later served as the factory's chief shop steward for several terms. The trickiest matters that ended up on the shop steward's desk were not always work-related. In many cases, the flames behind many a workplace dispute were fanned by private affairs, such as a love triangle between two painters who were busy courting the same man. Occasionally, the shop steward would have to remind people to cut back on their perfumes and colognes, especially if their colleagues could not breathe when working next to them.

The hazards of a Finnish summer night

Thierry Peron, Treston's current country manager in France, visited Finland for the first time in 1988, when he was still working for GWS. He was keen to visit the company's factory in Jyväskylä, which was the source of the products that he sold in France. However, he could not sleep in the midsummer night – it was as bright as it had been at lunchtime. Peron decided to take a walk along the lake to increase his chances of falling asleep. While there was nary a soul to be seen at night, he still had plenty of company: mosquitoes! The next day, he was covered in bites from head to toe. Peron had now been thoroughly introduced to the many hazards of a Finnish summer night.

“Just take a look in your fridge”

Jouni Kirkinen joined GWS in 1990. As he signed his employment contract, Kirkinen casually asked what types of products GWS manufactured. His new supervisor told him to go home and take a look in his fridge. When Kirkinen examined the contents of his fridge, he noticed that his mustard and ketchup bottles and store-bought casserole tins were adorned with GWS' label. Even the detergent bottle under his sink had been made at his new place of work.

THE BIGGEST DEAL IN DECADES

A fresh-faced Thierry Peron was tasked with negotiating an important deal with a large French industrial player in the 1990s. The process took six months. When the deal was to be finalised, the managers from each of the client's departments were gathered in a single room, twenty people in all. Peron had never met most of these people, and the atmosphere was far from relaxed. Nerves were abound – after six months of hard work, there was a glimmer of hope that the deal would result in the sale of a few hundred workstations. One by one, the managers announced how many workstations they needed for their departments. The first ordered ten, the next several dozens. The tally kept on growing, and Peron could scarcely hide his astonishment when the final figure was revealed to be worth nearly 8 million Finnish marks, or around 2 million euros today. The elated junior salesman was invited to the opening of the new factory, and even the Finnish Ambassador was present – the deal had been of marked importance to the Finnish economy as well.



Thierry Peron (right) in an ESD training session in Jyväskylä. His instructor was Pekka Horsma-aho.

GWS GROUP NEWS

BULLETIN DE NOUVELLES INTERNATIONALES DECEMBRE 1989

GWS Mertens Ltd investit dans le service-client pour conquérir les marchés du Royaume-Uni

Le Royaume-Uni est un pays de première importance dans le secteur des équipements de magasin. La reconstruction du commerce et les demandes issues de la progression de l'unification des marchés européens ont nécessité des investissements qui ne se font pas seulement les toutes prochaines années. Pour GWS, le Royaume-Uni est également une zone de marché importante et en pleine expansion. La clé qui représente ce marché exigera une réponse globale.

Il y a un an, GWS a renforcé sa position sur le marché britannique en faisant l'acquisition de la part de marché de la société Ridgway Shop Equip.

Suite page 2

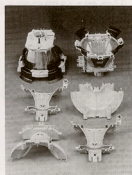


Le Club (à gauche) et Philippe Perles devant les nouveaux locaux de GWS Mertens Ltd dédiés aux équipements industriels. Maintenant, la conquête de l'Angleterre pour commencer.

Perlos Ltd se prépare pour les défis des années 90

À la mi-mai, Perlos Ltd, à Washington dans le Royaume-Uni, a accueilli son nouveau directeur général, Nick Agar. Après une courte formation incluant une visite d'une semaine en Finlande pour visiter les installations impressionnantes de Perlos, Nick et son équipe de direction se sont mis à la tâche pour préparer l'entreprise pour les années 1990.

Les visites des clients existants rapidement démontré que la qualité des produits et la fiabilité des livraisons sont parmi les meilleures du Royaume-Uni. La liste imposante des clients de base, comprenant la plupart des grands noms de l'équipement ménager comme Black & Decker, Ever Ready, Iveda-Hoo-



Les clients de bobine pour Philips convièrent un important succès pour Perlos Ltd.

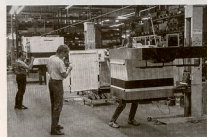
Suite page 4

Dernières étapes pour la concentration de la production des équipements de magasin dans l'usine de Pieksämäki

La réalisation du projet de permutation de productions impliquant Pieksämäki, Viikari et Falenberg progressa pratiquement selon le plan prévu et les travaux seront achetés à la fin de l'année.

L'usine de Viikari a été transformée en une unité de production des équipements de stockage après le transfert de la production Sovella de Pieksämäki et des équipements de stockage Poly de Falenberg. En conséquence, la fabrication des caisses de sortie a été déplacée de Viikari à Pieksämäki, où la fabrication des équipements de magasin est désormais concentrée.

Suite page 4



Lors du transfert du matériel des usines de Viikari et Falenberg à Pieksämäki, les exigences opérationnelles ont été prises en compte en accord avec les équipes régionales en continu.

Saloplast commence la fabrication d'antennes paraboliques

GWS Saloplast est en train de commencer la production d'antennes satellites à Sola. La fabrication débutera à Sola en hiver, mais les antennes sont déjà fabriquées en sous-traitance en Hollande.

En hiver, Saloplast recevra l'équipement nécessaire pour la fabrication des antennes satellites. Il y a eu une forte demande de ces antennes, facturé à des satellites ayant commencé à croître rapidement. Pour le moment, les antennes paraboliques de Saloplast sont fabriquées par un sous-traitant en Hollande. Le montage final lieu à Sola. Les premières livraisons d'antennes seront effectuées dans le Royaume-Uni, pendant l'été. Les antennes seront commercialisées à l'étranger par la société Satek Oy, qui sera le distributeur de toute la production de Saloplast.



Les antennes paraboliques de Saloplast sont fabriquées en Hollande et exportées en Europe.

Le carnet de commande pour les antennes paraboliques est assez important. A plein rendement, Saloplast assemble 200 antennes par jour. La

Inauguration du siège social européen de GWS à Anvers

La cérémonie d'inauguration du nouveau siège social européen de GWS a eu lieu au début de juin en présence d'un groupe d'invités internationaux de marque. Avant l'inauguration, a eu lieu une conférence de presse internationale réunissant les représentants de quelque 40 publications européennes. La conférence de presse a été un événement médiatique important, comme l'a été également la cérémonie qui s'est déroulée à Anvers. Ces deux faits prouvent que l'image d'entreprise et celle de la Finlande se renforcent avec succès. En outre, GWS Mertens a également fait l'objet d'une large couverture journalistique.

La cérémonie d'inauguration a été bénie par un merveilleux soleil d'été qui

Suite page 3



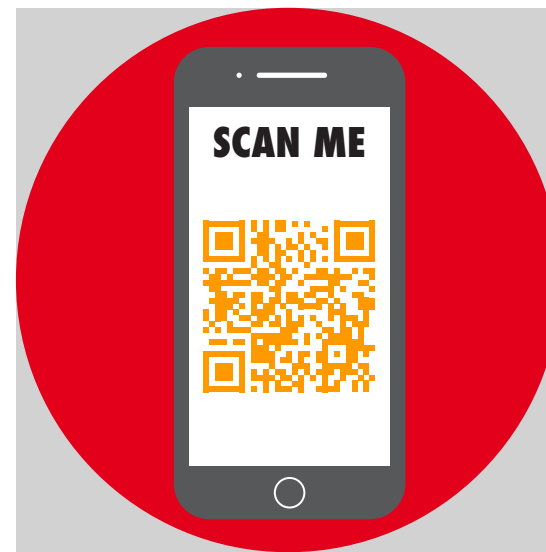
Le Président de GWS, le Conseiller des Mines Olef Solberg, et le ministre des Affaires étrangères de Belgique, Leo Tindemans se serrent la main après le déroulement de la cérémonie d'inauguration.

GWS expose à Euroshop

L'exposition Euroshop 90, l'événement le plus important du calendrier dans le secteur de l'équipement de magasin en Europe, aura lieu à Düsseldorf du 17 au 21 février 1990. GWS prendra part à cette exposition avec un stand spécialement conçu pour cette occasion. Les derniers développements et les équipements de magasin seront exposés au grand public. La division Equipements de magasin seront exposés à cette exposition. GWS Mertens, GWS Poly et le groupe Equipements de magasin de Finlande seront montrés également sur le stand, le succès de la coopération de GWS avec les sociétés spécialisées dans la décoration intérieure des magasins et la conception des environnements commerciaux, comme le grand magasin de Pulova à Turku. Pendant l'exposition, GWS organisera également un séminaire pour ses profes-



personnels et une conférence de presse. Des informations préliminaires sur Euroshop sont données à la page 6.



Scan the QR code with your smartphone's camera to hear how Thierry Peron made the biggest deal of his life.

GWS also published its newsletter in French.

GWS' MANAGEMENT TAKES OVER THE COMPANY

Heikki Hilden joined GWS in 1983. The company was led by the Sohlberg family, and it contained all of the characteristics of a family-run company. Over the years, Hilden worked in the company's design, production management and sales departments before being promoted to division manager and, finally, the company's managing director. In 2004, Hilden met Risto Summa during a skiing trip, and the idea of buying the company emerged. GWS was currently being run by the fourth generation of the Sohlberg family, and its youngest members were not fully committed to the company's traditional areas of business. Suffice it to say that GWS was not in the best of shape.



Heikki Hildén.

In the autumn of 2004, GWS was sold to the company's upper management. The five new owners were all employees in the company. In 2007, the company was renamed Sovella Oy, and all

of its products were now being sold under the Sovella brand.



Sovella products.



THE DAY TRESTON AND SOVELLA JOINED FORCES

In 2011, Treston and Sovella were both privately owned Finnish companies that focused on industrial furnishings. The upper management of both companies had become their respective owners. The companies were rivals, but with slightly different focus areas. Treston had invested especially in furnishing lighter industry, while GWS Systems was known in heavier-duty industry wares. While both companies were medium-sized, they were also internationally renowned.

Both Treston and Sovella had always focused on the global market: Treston since the 1970s with its Palaset products, and GWS since the 1980s.

On Valentine's Day 2011, Treston acquired the entire share capital of Sovella, and these two rivals were now one.



A joyful deal. From the left: Mika Ståhlberg, Sovella's legal counsel; Risto Summa, Chairman of the Board of Sovella; Heikki Hildén, Managing Director and Principal Owner of Sovella; Kari Lappalainen, Sales Director of Sovella; Leo Saarikallio; Jussi Perho, Treston's legal counsel; Antero Saarto; Mari Virtanen.

A SECRET FACTORY VISIT

The deal had been in the works for quite some time. At one point, Sovella had even considered buying up Treston. The representatives of each company knew each other and their competitors' products. Every year, both companies attended the same fairs around the world. A few Treston employees even paid a visit to Sovella's factory, although on a Sunday, so that people would not jump to any overly hasty conclusions. Both the sellers and buyers shared a similar history, and both were confident that the deal was a good one.

Antero Saarto and Leo Saarikallio drove back from the signing of the preliminary agreement on the Sovella deal. They were so excited, in fact, that on their way home, they drove past the exit to Turku.

The merger between Treston and Sovella also affected their customers. Companies that needed industrial furniture would often browse several product catalogues and combine different furnishing options according to their needs. Not every product would always fit together seamlessly, and the delivery times of the products could also vary depending on each company. After Treston and Sovella merged, a great deal of work was done to merge their respective product catalogues. The change would prove very beneficial to their customers, as they could get all the furniture they needed with just a single order.

Sovella operated as a subsidiary of Treston for four years. At the beginning of 2015, Treston and Sovella merged into Treston, making the newly formed company one of the world's leading suppliers of industrial furniture and workstations. Treston now had subsidiaries in six countries: Germany, France, England, Sweden, Russia and the United States. However, the company's factories and manufacturing remained in Finland, both in Jyväskylä and Turku.

The Sovella brand was still present in the storage systems sold to households and public premises. However, the company's subsidiaries and industrial-grade wares were united under the Treston brand.

Two competitive pioneers in the field of ergonomics and product design had now formed a unified and strong company that was ready to conquer the world.

“Treston doesn't just manufacture furniture; its main product is well-being at work. Over the decades, our products have helped improve the lives of tens of thousands of people”
– Thierry Peron



Sovella's factory in Jyväskylä.

The bigwigs

Treston's management team – Leo Saarikallio, Antero Saarto and Mari Virtanen – paid a visit to Sovella's factory in Jyväskylä to inform its staff of the coming merger and its effects. Everyone who worked at the factory was present, and the atmosphere was both solemn and tense. At the end of the announcement, the factory's employees were given a chance to speak. The first question was: "Are you sure your wigs are big enough?"

WINNER OF THE EXPORT PRIZE

In January 2011, the Turku Chamber of Commerce awarded its regional export prize to Treston. The Chamber of Commerce commended the company on its fearlessness and ability to increase its exporting activities. The panel also focused on the fact that, despite its export-oriented business approach, Treston had kept its production facilities in Finland, and especially in Turku.



From the left: Jari Lähteenmäki, Managing Director of the Turku Chamber of Commerce; Heikki Härmälä; Matti Löyttyniemi; Antero Saarto; Hannu Lundén, Chairman of the Turku Chamber of Commerce; Leo Saarikallio.

SENTICA PARTNERS ASSUMES A CONTROLLING INTEREST

Treston acquired Sovella in February 2011, and the company's results in 2011 were the best ever in the company's history. Treston's goal was to make even more acquisitions, as the European market for industrial furniture manufacturers was in a state of flux. The company needed to be an active acquirer, lest it be acquired by others.

That year, another major deal took place. The private equity investment company Sentica Partners Oy saw the new and larger company as an interesting investment opportunity and acquired 60% of the newly formed Treston at the end of 2011.

When Treston was formulating its deal with Sovella, it was estimated that it would not be able to obtain a sufficient amount of funding on its own, necessitating the inclusion of an external partner. To this end, Treston got in touch with three venture capitalists. However, the company was ultimately able to secure the necessary financing with a bank, the Sovella deal was signed, and the venture capitalists were forgotten. Nevertheless, the same three venture capitalists soon got back in touch. Negotiations ensued, and eventually Treston chose Sentica Partners Oy, as it seemed to have the most expertise in working with industrial actors.

Leo Saarikallio, Antero Saarto and Mari Virtanen were responsible for the extensive arrangements related to the acquisition of Sovella and the sale of the majority of the company's shares to Sentica Partners. As chief financial officer, Virtanen's contributions were particularly important for both projects.

Expectations were high. Treston's aim was to find a venture capitalist who could provide the necessary tools, skills and investments to lead the company in these new and challenging circumstances. Sentica would prove to be a good choice, and their collaboration was fruitful, but their relationship was initiated just as a short-term investment recession hit the industrial sector. As Treston bolstered its organisational structure, its costs began to spiral, forcing the company to reconsider the adequacy of its funding.

ERGONOMICS

A great deal of Treston's customers rely on a process where every component and tool must remain easily accessible at all times, so that their employees will not need to bend their bodies or perform any excessive motions with their arms. The methods for moving each workpiece must be well thought-out, each station must feature adequate lighting, and sitting and standing options must be available to reduce tension, strain and discomfort.

All of the aforementioned factors are part of ergonomic workplace design, and significant improvements in productivity have been achieved in companies where enough attention has been paid to good ergonomics.

Treston helps its customers create ergonomic work environments and save money, as good ergonomics reduces sick days and accidents at work while also improving work quality, efficiency and production volumes. However, good ergonomics cannot be achieved with good workstation furniture alone; instead, the development of a company's ergonomics requires understanding the entire work process and, in particular, the needs of the work and the company's employees.

In Finland, one in five people of working age suffer from musculoskeletal disorders. This is not an issue that affects just workers, but companies and society as a whole through sick leaves, disabilities and lowered productivity. More comfortable and ergonomic workstations result in fewer workplace injuries, better production speed and accuracy, and increased output.

Most Treston designers specialise in ergonomic workstation furnishings and furniture systems. Most of the furniture made by Treston is modular in nature, so they can be flexibly adapted to the individual needs of each customer. Modular form factors are also economical for companies, as the furniture can be adapted to any changes in their operating environment.

Ergonomics is the adaptation of technologies and processes to the needs of humans – the enhancement of the interaction between humanity and technology. Ergonomics improves the safety, health and well-being of people, and it also helps various systems run smoothly and efficiently. Ergonomics became more widely embraced during World War II, after it was discovered that aircraft operators performed better in combat when they did not have to sit uncomfortably in their cockpits.



Choosing sides

In 2014, Esa Siljander became Treston's managing director. He had made his career in many international companies, the latest being Polar Electro Oy and Fibox Oy, a manufacturer of electrical enclosures and precision-injected plastic components.

Siljander was in no way familiar with Treston, but when he received the call from a headhunter, he was intrigued. When the new managing director was introduced to the world at a press conference in Jyväskylä, he was asked which city he supported in the Finnish ice hockey league: Turku or Jyväskylä. However, as a man of diplomacy from a different region of Finland, he carefully dodged the question by stating his local team instead.



Managing Director Esa Siljander (right) and US Country Manager Eric Dotson on a visit to Genk's warehouse in Belgium.

COMBINING TWO CORPORATE CULTURES

Maintaining two factories had become an issue for Treston. After Esa Siljander was appointed managing director, the company's operations and production processes were completely overhauled. Siljander was like a fish in water when it came to international business, and he took on the task of combining Sovella's and Treston's sales organisations in their target countries. Siljander, who spoke several languages and had an eye for marketing and sales, was able to make the entire combined organisation strive for the same goals.

Major changes were also introduced in Finland. In the past, Treston's

factories in Jyväskylä and Turku were responsible for the manufacture of metal parts. Changes were made to streamline the division of labour between the two factories and eliminate any overlap. The production of metal parts was transferred to Jyväskylä, and all assembly work, packaging, product shipping and customer operations were centralised to Turku. The company's R&D departments remained in both Jyväskylä and Turku.

The restructuring of the factories was a sizable endeavour that required the efforts of a large number of employees.

Sari Koljonen spearheaded these efforts, as she had assumed responsibility for the operation of both factories. Koljonen's contributions to the restructuring of the production process were very significant.



Production Manager Sari Koljonen presenting the changes that have been made at the factory. Next to her on the right: Dirk "Janne" Jonsson, country manager of Germany and Great Britain, and CFO Arto Utriainen.

In addition to combining the factories' operations and processes, the management team worked tirelessly to combine each company's distinct corporate culture. One of their most successful

initiatives was the "Driver's Seat" project. Based on a job satisfaction survey, the management team identified the most pressing development targets and invited volunteers from all parts of the company to participate in various project teams. The teams, which included office and factory staff from both Jyväskylä and Turku, brainstormed proposals for improvements. One suggestion was the "Get to Know Treston" day, where Turku employees would visit the factory in Jyväskylä and vice versa. The project team organised and implemented the visits to rave reviews. Arto Utriainen from the management team was responsible for the entire project, as well as all other changes in personnel policy.

The changes to the factories' production processes required a great deal of resources. Around this time, the price of steel, which was a vital raw material for Treston, momentarily increased by 35% in just six weeks. In 2017, the company's sales increased, but its results stumbled.

Mirage jet fighters and clothing hangers

Today, Treston focuses primarily on the functionality and ergonomics of its products. However, in the production done by Treston's customers, design and aesthetics are of paramount importance. Louis Vuitton, Michael Kors and Chanel thrive on their luxurious designs, excellent quality and highly visible branding. These products are also manufactured using Treston workstations.

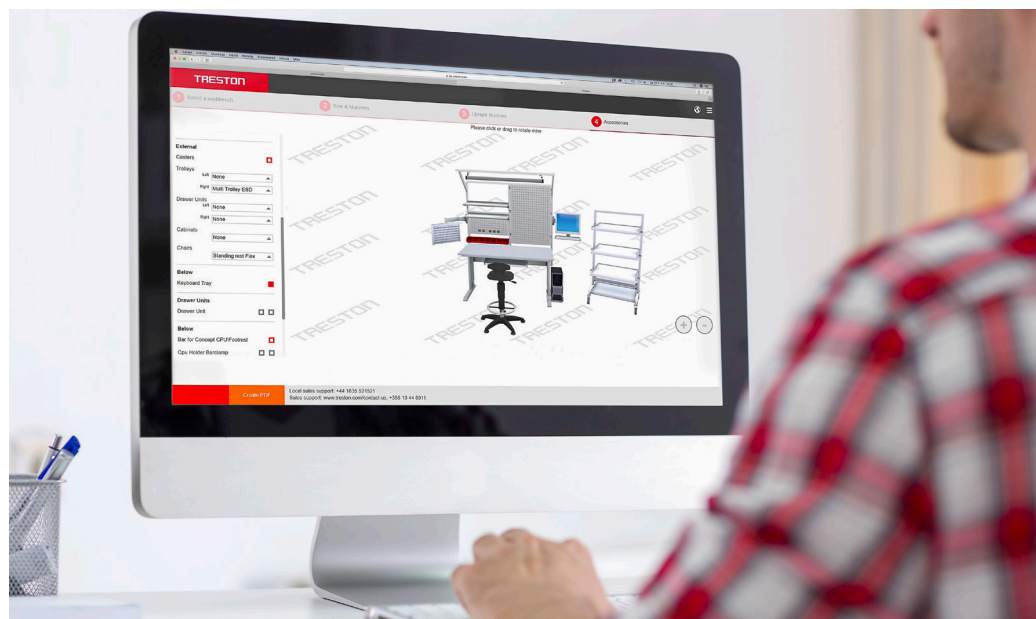
Esa Siljander knows how to converse with any customer on any topic, from the Mirage jet fighter to how one should place their hangers in a dressing room. You may even have caught a glimpse of a Treston drawer in a James Bond film.

NO MORE CATALOGUES

As the 2000s progressed, the increasing adoption of digital solutions had begun to affect Treston's sales and marketing. Product catalogues were no longer printed in large numbers, and they were not being mailed to customers, save for a few. The fact of the matter was that Treston's customers had gone online. Maintaining a multilingual product catalogue on the internet is much faster, cheaper and more customer-friendly than producing a bunch of lists and brochures in several languages.

Digitalisation also changed how people conducted their business internationally. Travel decreased as the opportunities for online communications increased. Remote negotiations and meetings helped save working time, and a reduction in travel-related expenses also helped reduce costs.

The growth of online sales provided new opportunities for the sale of industrial furniture. For example, it is not easy for a large clothing retailer to automate the processing of customer returns, and more processing lines are needed than ever before.



Most of Treston's sales and marketing are now available online. The 3D planning tool helps customers design the perfect workstation.

LEAN

Treston's customers use Treston's products to make their own production and operations processes more *lean*. A strong and well-executed *lean* philosophy is an important factor for any company's future competitiveness.

In the *lean* model, all goods that have been deemed necessary for a process are provided with their own designated places. It is here that Treston's adaptive and modular workstations can be used to implement its customer's needs easily and cost-effectively.

In *lean* thinking, all things have their own, correct place, which is determined on the basis of where that item or tool is used. When one can keep their workstation clean and pristine, their job becomes a great deal easier. No longer will they need to spend any time finding their tools, as they will always be where they should, so long as they are also returned to their correct locations after use. When a workstation is designed around a smooth work process, each item will have its place where it can be picked up from and returned after use.

At its best, Treston's *lean* thinking process can be used to streamline the customer's manufacturing process – when a production facility is renewed, the workstations in it can also be updated and any unnecessary work steps eliminated. In one Finnish company, the turnaround time for a hand-crafted product was three hours. After the necessary changes were implemented, this period was reduced to a mere 15 minutes. Only a little while later, an American buyer emerged, and a deal was signed.

Lean thinking is a management philosophy that focuses on the elimination of any unproductive and unnecessary processes. Its purpose is to increase quality and customer satisfaction, reduce production turnaround times, and cut operating costs.



In the 2010s, Treston expanded its roster to the healthcare market.

Esimerkkejä WB-työpöytien monipuolisista käyttömahdollisuuksista

Tekonivelsairaala Coxa

Toiminnan lisääntyminen ja ergonomiaan panostaminen olivat pääsyyt uusien kalusteiden ja työpöytien hankintaan



TRESTON MEDI hoitotyön vaunut



Tarvikkeet pysyvät siististi omilla paikoillaan, kun vetolaatikat jaetaan hyllylaatikoilla ja välilevyillä lokeroihin



Hygieeninen ja kestävä työtaso ABS-muovista on helppo irrottaa puhdistusta varten.



Yläpuolisilla lisätarvikkeilla saat lisää säilytyskapasiteettia ja muunneltavuutta vaunuusi.



Kalustevalikoimaamme kuuluvat erilaiset hoitovaunut, laitevaunut, korivaunut, yleisvaunut ja hyllyvaunut terveydenhuollon monipuoliseen käyttöön. Vaunujen suunnittelussa on otettu huomioon ergonomia ja turvallisuus.



säätöä käy helposti napin avulla. Hän työskentelee mielellään sellaisessa työympäristössä, joka auttaa henkilöstöä työssänsä.

TRESTON Medi

JANNE OF GERMANY

Germany's small industries are still largely run like traditional workshops. One person mans a single workstation, installing around twenty components and assembling each product to order. These traditional companies focus on small manufacturing runs and often provide several slightly different variations of the same product, meaning that an automated process would never be profitable.

Dirk "Janne" Jonsson joined Treston in 2012 as the country manager of Germany and the UK. Janne's parents are from Finland and Germany, and his bicultural background made him a perfect fit in Treston's international organisation. Janne helps and consults the companies in his regions who wish to streamline their work processes. Under Janne's leadership, Treston's and Sovella's German sales companies have fused into a single and united team.

Now, in the 2020s, Germany has secured its position as Treston's largest country for exports. The company's offices in Hamburg and Frankfurt employ a total of 20 people. More than 80% of the manufacturing cost of products made in Germany are tied to wages. This means that the best way to cut costs is to improve one's labour efficiency. Treston has been able to provide German industrial companies with Lean solutions that help them speed up production with the same number of people while also reducing the number of manufacturing errors they make. The modularity and adaptability of Treston's workstations help save production costs even in the case that a company decides to change its production roster. Treston's customer relationships are long-term, as even older workstations can be equipped with newer add-ons, to meet each customer's current needs.



Dirk "Janne" Jonsson (left) presenting Treston's products at a fair in Germany.

TRESTON
DEDICATED TO HUMAN WORKSPACE

Arbeitsplatz um 1920



DEDICATED TO HUMAN WORKSPACE
treston.com

TRESTON

TRESTON
DEDICATED TO HUMAN WORKSPACE

Arbeitsplatz heute



DEDICATED TO HUMAN WORKSPACE
treston.com

TRESTON

Images used by Dirk "Janne" Jonsson to illustrate how work ergonomics have changed over the years.

THE DAY TRESTON "CAME BACK HOME"

In 2017, Treston's main owner, Sentic Partners, came very close to selling its stake in Treston, but the collapse in the company's profits resulted in Nordea pulling away from financing the deal. The company was forced to take a time out and get its affairs in order. In the following year, negotiations with Sentic continued, and numerous offers were submitted by both parties. Finally, the two sides could agree on a final figure, but the funding had yet to be arranged. Managing Director Esa Siljander and Chief Financial Officer Arto Utraiainen provided their own significant contributions to the negotiations with the bank by preparing a meticulous set of presentations and financial reports. In February 2019, a deal was finally struck.

Treston had "come back home", as a significant number of the previous private owners increased their stake in the business, and some of the current upper management decided to become owners as well. The deal also involved a few new investors. The owners were keen to develop Treston as an independent and Finnish-owned expert in industrial furnishings. Treston would now operate internationally under one brand and supply chain. The company's sales companies are in good condition, and its production process has been fully restructured. 75% of the company's output is sold abroad, and all of its products are still proudly made in Finland. Treston's products are available in almost 100 countries, and nearly every year, its international sales have eclipsed its domestic sales.

"Treston is a model student of how a company should be run."
– Esa Siljander

Treston palasi kotiin

22.2.2019

Vuodet pääomasijoittaja Senticin omistuksessa päättyivät, kun osin vanhoista omistajista koostuva ryhmä hankki yrityksen takaisin itselleen.

Liisa Enkvist
Turun Sanomat

Turkulainen teollisuuskaupunkivalmistaja Treston Group Oy on valittanut omistajia. Yritys siirtyy yksityissijoittajien omistukseen, kun nykyiset omistajat, pääomasijoittaja Sentic Partners Oy myy enemmistöosuutensa.

– Yritys palaa tavallaan takaisin kotiin, sillä merkittävä osa vanhoista yksityisomistajista jatkaa ja kasvattaa osuutensa.

TAUSTA

Muovia ja Palaset-laatikostoja

Trestonissa yhdistyy kahden yhtiön perinteet. Treston Oy:n, joka perustettiin 1969 ja Sovella Oy:n, jonka juuret juontavat vuoteen 1876 ja sukuyhtiö G.W.Sohlbjergin.

Vuonna 1969 Vaasan Hövyr-

kuten Louis Vuitton, Sennheiser ja Texas Instruments.

Alkoinaan yrityksen tunnettuja tuotteita oli muun muassa 1970-luvulla Palaset, joka oli nuorten perheen sisustuseläimien suunnaattu muovikuitu. Sitä syvyyt muun muassa hyllyjä ja pöytiä. Palaset oli myös suuri vientimenestys, mikä johdatti Trestonin suuntaamaan resurssensa vahvasti vientimarkkinoille.

Trestonin liikevaihdosta noin 75 prosenttia tulee tällä hetkellä viennistä. Turun toimipisteessä on hijattain investoitu uusien tilojhin ja logistiikkaan. Trestonilla on tehdas myös Jyväskylässä. Yritys osti Sovella Oy:n tehdas vuonna 2011. Jyväskylässä tehdään tuotannon

alkupään työt ja Turussa kokoonpano ja pakkaus.

Molemmilla paikkakunnilla on töissä noin 100 henkilöä. Lisäksi yhteillä on noin 70 henkilöä ulkomaisessa myyntiyhtiössä. Kaikki tuotanto on kuitenkin Suomessa. Asiakkaina on pääasiassa elektroniikkateollisuus ja kovi- ja muoviteollisuus.

– Edemerkiksi laboratoriotyyppiset tilat ovat tyyppisesti sellaisia, jossa meidän tuotettamme tarvitaan, Saarikkalo kertoo.

Toimitusjohtaja Siljanderin mukaan yhtiö ei ole halunnut viedä tuotantoa ulkomalle, sillä se on hyvin kilpailukykyinen koko Euroopassa myös tuotantamalla tuotteensa Suomessa.

– Jounavuus, nopeus ja laatu ovat niitä asioita, joita asiakkaamme haluavat. Ne eivät omistajista kukaan Kiinassa tai muualla Aasiassa, Siljander sanoo.

Hän toteaa, että Trestonin olevan varsinaisen kansantalouden mallioppilas.

Treston on ollut hyvässä kasvuvuorissa viime vuodet. Liiketoiminta on kasvattanut neljä vuotta peräkkäin ja kannattavuus on sattu hyville tasolle. Saarikkalo uskoo, että jatkossa kasvun on hyvä edellytykset, sillä pääomasijoittaja tuntee Trestonin hyvin ja sijoittajaryhmä on sitoutunut yhtiön omistamiseen pitkällä tähtäimellä.

– Omistajilla on halu kehittää Trestonia itsenäisenä suomalaisomistajien teollisuuden kalustamisen huipposajain, toteaa Saarikkalo.

25.2.2019

11

Taloustoimitus
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ÄLKIMAKU

Palstalla maistellaan talouden tapahtumia

Turkulainen Treston näyttää mallia kaikille halpamain tuotantoon vieville. Kotimaisella tuotannolla voi pärjätä koko maailmassa, vaikka vientiä olisi 75 prosenttia liikevaihdosta, ja ostaa vielä yrityksen takaisin pääomasijoittajaltakin. Ihailtavaa toimintaa, mietti Älkimaistelijat. Tästä voisi ottaa mallia vaikkapa askaspalveluasteensa maailmankuluisi nousut Jankon Betoni, joka ei liene ihan samanlainen Yritysmaailman Kansantalouden Mallioppilas kuin Treston.

An article in Turun Sanomat on 22 February 2019 about Treston's sale.

A tongue-in-cheek column in Turun Sanomat praising Treston in 2019.



Treston's spring trip in 2008.





Treston employees at a women's endurance race.





At an outdoor wilderness excursion in Teijo, Finland.



Winter sports day.

THE RESPONSIBILITIES OF TRESTON'S MANAGEMENT TEAM

After Treston's "homecoming", the company's management team has been increasingly involved in helping lead the company. Every member is expected to support the managing director by taking care of their personal area of responsibility. The management team also provides Treston's Board of Directors with clear and concise reports on a monthly basis, so that the company's current operations can be effectively monitored and its future activities planned well in advance.

TRESTON'S STRATEGIC MANAGEMENT TEAM IN 2020:

- Esa Siljander, Managing Director
- Sari Koljonen, Vice President, Operations
- Arto Utriainen, Chief Financial Officer
- Jenni Naskali, Global OTD Director
- Kimmo Lehti, Director, Products
- Minna Lyyra, Marketing Director

The operational management team also includes Jouni Kirkinen and Teppo Keskitalo, who serve as the representatives of Treston's employees in Jyväskylä and Turku.

TRESTON'S SALES COMPANY MANAGERS:

- Mikko Sinipaasi, Finland
- Stephan Widmark, Sweden
- Dirk "Janne" Jonsson, Germany and the UK
- Thierry Peron, France
- Eric Dotson, the USA
- Vyacheslav "Slava" Salov, Russia
- Pauliina Desroches, Other Export.

TRESTON'S FOUR CORE VALUES:



- **Smiling customers**

We go extra mile for our customers. We understand the customer needs and our capabilities and help customer find the best outcome.



- **Success through teamwork**

1 + 1 > 2. We help each other, partners and customers succeed. We discuss, collaborate and share.



- **Courage and bravery**

We think bold and act bold despite risk of failure. We take responsibility and learn from mistakes. We dare to express our opinion.



- **Pleased but not satisfied**

We celebrate achievements but always look for new opportunities. Continuous improvement.



TRESTON'S OLD GUARD STAYS IN TOUCH

Even the employees who have long since retired from Treston are still happy meet outside the factory and office. Arja Kangas, whose career at Treston spanned 35 years, regularly organises get-togethers with other Treston retirees at a local shopping centre. On the first Monday of every month, they catch up, relive old glories, and enjoy a nice cup of coffee together. The shopping centre is also a convenient location, as they can do their shopping while they're there.

Arja Kangas receiving a farewell hug from Leo Saarikallio in 2008.



Above: Leo Saarikallio shakes hands with Matti Suomi. Below: A grand cake for Matti Suomi's retirement party.





Production Manager Esko Hakala retired in the early 1990s.



Sirkku Sorell's farewell included a tuba serenade. In the background (from the left): Leo Saarikallio, Timo Uronen, Heikki Härmälä and Matti Löyttyniemi.



Teuvo Alin retired in 2010. Also pictured (from the left): Lisa Hjellman and Jenni Naskali.



Heli Orsiini's farewell party.



Treston retirees at the factory in 2020. From the left: Sinikka Seeve, Kaarina Virojärvi, Vesa Virtanen, Kaija Lehtinen, Sirkka Mäkelä, Leo Saarikallio, Sinikka Sundberg, Timo Piipponen, Pertti O. Seeve, Sirkku Sorell, Matti Löyttyniemi and Arja Kangas.

Minna Lyyra, Marketing Director at Treston:

TODAY AND THE FUTURE

In the spring of 2020, the global corona pandemic took everyone by surprise, and Treston was no exception. In February, we set a new sales record, and in March, the corona lockdown began. During these exceptional times, Treston's key strengths have only made us stronger: we have been able to adapt rapidly and find new opportunities in these trying circumstances. Instead of being paralysed, we told our customers that we would prioritise all orders from the healthcare industry. We also began providing antibacterial coatings for our products, and we are also able to manufacture disinfection trolleys for those who need them.

The corporate world has been forced to adapt its processes to the digital age. I believe that Treston's future is set to become increasingly digital. The workstation of the future will feature more electronics, measuring devices and control mechanisms, and digital solutions will be needed if we want to integrate these seamlessly. Already, we are studying how cobots, or collaborative robots, will disrupt the manual workstation. I believe that, in the future, people will offload their most unergonomic, uninspiring and repetitive tasks to their fellow cobots, allowing them to focus more on demanding tasks that require dexterity and expertise.

The electronics industry has long been one of Treston's most valued customers, and this will certainly remain the case in the future as well. In addition, the logistics and packaging sector are set to become increasingly valuable as the world becomes more and more globalised. People want to transport their goods from place to place more efficiently, and a functional logistics chain will become the backbone of the modern world. No company will be able to afford remaining offline, and they will be forced to confront the packaging and logistical challenges that this will bring. Treston is ready to provide its innovative, modular, scalable and sustainable solutions to all of its present and future customers.

In a global world, locality is becoming an increasingly valuable asset. Before, we felt that our international aspirations meant that we should conceal part of our Finnishness. Now, we feel that we can be proud of our Finnish and Nordic values and our focus on reliability, certainty and security.

Like in a game of football, as long as every player is willing to aim for the same goal and do what is best for the team, Treston will be able to become the market leader in industrial workstations in Central Europe. This is my prediction for the future!



Minna Lyyra at Chanel's production facility in Paris in 2015.



Jouni Kirkinen (foreground) at a fair in Finland in 2016.



Summer party in 2018.



At the factory during the "Get to Know Treston" day.

Members of Treston's marketing team in 2019. From the left: Katie Brannagan, Carissa Harris, Maria Kuosa, Elsa Sinjaga and Marketing Director Minna Lyyra. The caption on their shirts reads "Treston Marketing Queen".



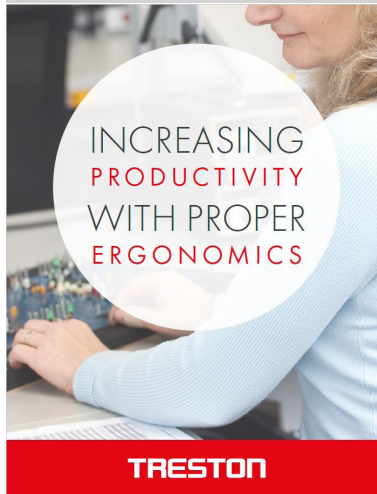
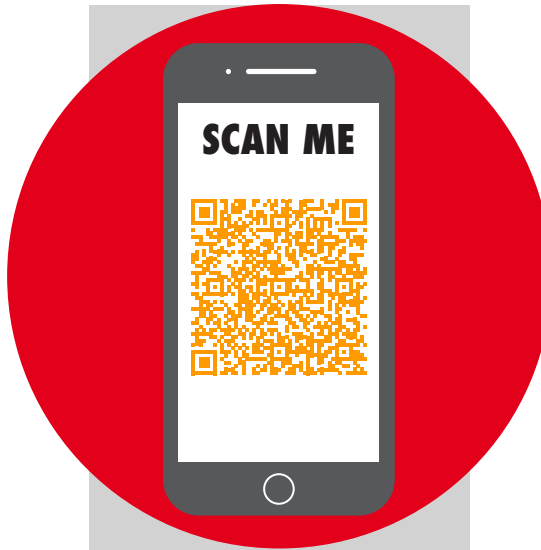


Treston's 50th anniversary celebrations were held in 2019 at the historical Harjattula Manor in Turku.



EXPERT ASSISTANCE, FREE OF CHARGE

Since 2015, Marketing Director Minna Lyyra has taken Treston's marketing and sales in an increasingly digital direction. All customers are provided with valuable assistance online – free of charge – on how to improve their ergonomics, implement the lean method, and understand the importance of ESD.



TRESTON

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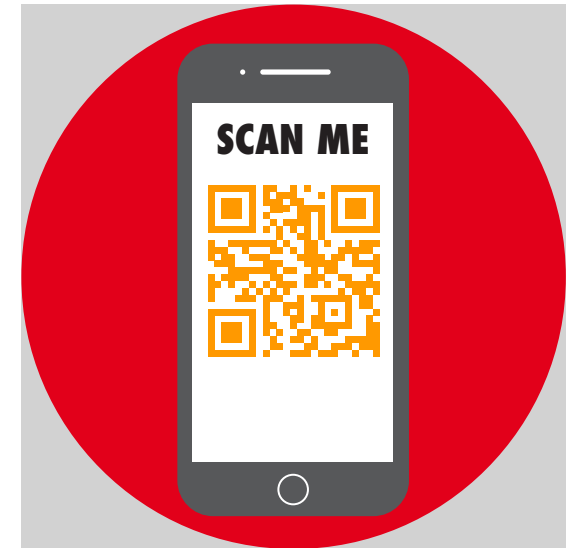
Local sales support: +49 40 8816 5022 0
Sales support: www.treston.com/contact-us, +358 10 44 6911

TRESTON

1 Valitse työpöytä 2 Koko & materiaali 3 Säätöpuhelimoduulit 4 Varusteaset

<p>Concept työpöytä</p> <p>Monipuolinen pöytä. Korkeussäätö. Laajan valikoiman varusteita. Sotiä monin eri tavoin.</p> <p>Aloita suunnittelu</p>	<p>WB - työpöytä</p> <p>Esteetön työpöytä. Korkeussäätö. Helposti eri tavoin muunneltava malli.</p> <p>Aloita suunnittelu</p>	<p>TP - työpöytä</p> <p>Eduellinen perustyöpöytä. Laaja valikoima varusteita. Sotiä monin eri tavoin.</p> <p>Aloita suunnittelu</p>	<p>Workshop työpöytä</p> <p>Kestävä kova kuluttava. Tukeva pöytä. Kantaa +750 kg. Helppo varustella. Knn. kunnossapito tehtävään.</p> <p>Aloita suunnittelu</p>
<p>Concept pakkauspöytä</p> <p>Pakkauspöytä laajalla varusteissa valikoimalla. Korkeussäätö. Myös vaihdettavissa.</p> <p>Aloita suunnittelu</p>	<p>Pakkaustyöpöytä</p> <p>Eduellinen, kestävä ja tehokas pakkauspöytä. Helppo kääntää.</p> <p>Aloita suunnittelu</p>	<p>TPH työpöytä</p> <p>Eduellinen perustyöpöytä yhdellä työllä. Täyttää ammattilaisten perusteet.</p> <p>Aloita suunnittelu</p>	

Asiakaspalvelu Suomessa +358 10 44 69 11
Asiakaspalvelu ulkomailta +358 10 44 6911



Scan the QR code with your smartphone's camera to see how Treston's 3D planning tool works.

Treston's 3D planning tool helps customers design the perfect workstation.

All that a customer needs to design their workstation is a smartphone or computer and a web browser. The tool requires no additional programs to be downloaded, and it is available free of charge. The planning tool shapes each workstation according to the user's selections, and the end result can be easily viewed from multiple angles.



Scan the QR code with your smartphone's camera to listen to Antero Saarto's final words for this book.







Janne Heikkilä captured this moment at Treston's 50th anniversary celebrations.

THE STORY OF A GROUND-BREAKING STARTUP AND STAR PUPIL OF THE FINNISH ECONOMY

This book is filled with tales of innovation and daring that help explain how, since the 1960s, this pioneering company continues to thrive more than half a century later.

In the 1960s, plastic was the latest and greatest thing to arrive in Finland. At the beginning of the 1970s, in Treston's small factory in Turku, renowned Finnish designer Ristomatti Ratia created Palaset, a series of plastic, cube-shaped products, which became an instant success worldwide. Treston's Palaset line brought colour to homes in Finland and abroad as the modifiable cubes could be used to store and display books, LPs and even bottles of wine.

As the decades have gone by, Treston has moved from plastic furniture to the design and manufacture of ergonomic workstations. Today, three quarters of the company's production is exported abroad, and all of the company's products are still proudly manufactured in Finland. In the last five decades, Treston has sold its products to almost 100 countries, and throughout the majority of its history, its international sales have always eclipsed its domestic sales.

Treston's success has been no easy feat, but even after its severest setbacks, the company has always managed to reach new heights through sheer determination and ingenuity. Treston's story is that of a veritable star pupil of the Finnish economy – a company that has managed to achieve a sustainable international reputation through its eye for Finnish-made design and quality.



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