



As featured in  
*The CEO Magazine*  
For more info visit  
[theceomagazine.com](http://theceomagazine.com)



# Putting People FIRST

DEK has been putting its employees and customers first for more than four decades while the company's cutting-edge technologies have ensured that it continues to lead the industry.

Images by Ben Lister

Since its inception in 1968, DEK has been leading the markets it serves with creative and collaborative solutions in the field of highly accurate, fully automatic screen-printing equipment and process solutions for the electronics manufacturing industry. With customers across the globe, DEK has an installed base of more than 17,000 printing systems, and exports to more than 50 countries. For those working in this highly specialised sector, DEK is a well-respected brand, with the company boasting some of the industry's biggest breakthroughs, from the integrated high-speed HawkEye inspection system, ProFlow encapsulated printhead,

Cyclone fully automatic understencil cleaning, VectorGuard Stencil Technology, and the Eclipse photovoltaic metallisation platform, which is the fastest in the industry. Additionally, DEK states that the establishment of its proven platform philosophy changed the face of screen-printing and is now an accepted global industry standard.

This reputation and legacy has been forged by the thousands of people that have tirelessly worked on DEK's products throughout the company's life and created more than 100 patents in its impressive portfolio. Michael Brianda, President of the Printing Solutions

Division of ASM Assembly Systems (which recently acquired DEK), is one of these people, with his leadership over the past six years taking the company to even greater heights. Michael says that DEK has always been an influential player in the industry.

"DEK is a supplier of high-accuracy mass-imaging solutions. Mass imaging is the precision deposition of materials—predominantly printing of high- as well as low-viscose materials like solder paste, flux, or adhesives—so we are experts in screen- and stencil-printing solutions and have focused over the years on the electronics industry. All mobile phones, laptops, tablets, PCs, and >



other device manufacturers need suppliers who help them to do that very accurately and effectively. DEK is the leading supplier in the mobile and communications industry and has been for nearly all of the company's 50-year history.

"Over the past 17 years, I have seen that this is a company that is extremely people-orientated. Our leaders have always had a high interest in developing our people and have been committed to encouraging individual growth and team collaboration. We always like to create something that makes a difference to others. Allowing people to find their way, discover their passions, and make positive contributions to the business is beneficial to all parties—we all grow that way. While our team has clearly defined targets, in most cases we have a very collaborative leadership style, which is something that has been historically consistent. Over the past 17 years, I think the first cornerstone of our success has definitely been that style and the opportunities available to many people in our organisation to be innovative with the freedom to find solutions to our customers' challenges.

The second cornerstone is our service orientation. We are very close to our customers, we listen carefully to their problems, and we have a good internal network to search for solutions. I think the combination of best-in-class machine manufacturing, printing tools, and process knowledge makes us unique."

In the wider marketplace, Michael says he's also seen some significant shifts. "There have been some dramatic changes in the electronics landscape. I know very well that in my early years at DEK the company enjoyed and experienced double-digit growth rates. Around that time, the market also enjoyed

**"We always like to create something that makes a difference to others. Allowing people to find their way, discover their passions and make positive contributions to the business is beneficial to all parties—we all grow that way."**

- Michael Brianda

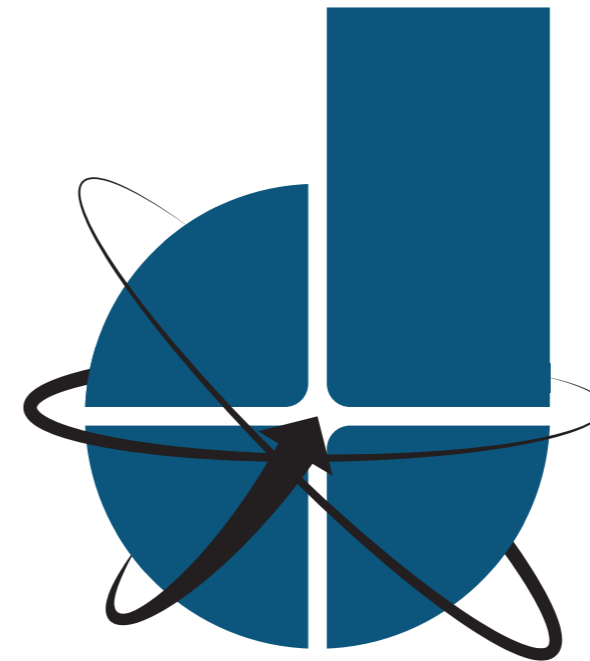


significant growth. Back then, mobile phones were very simple, laptops were pretty new and expensive, and flat-screen televisions hadn't even been invented. Today these are the norm. Many changes have taken place in the electronics industry, as is evidenced by the end products. What's more exciting, especially for our business, is that the entire industry has changed. New players are emerging every day and this makes our people work harder, better, and smarter to stay ahead of the innovation curve.

"Before 2000, more than three-quarters of our business was generated in Europe and the United States. So for a long time, Americans were the main drivers of the newest and best

technologies. After 2000, the regional strongholds and manufacturing drivers changed, with low-cost manufacturing becoming the primary emphasis. Everyone in electronics production began seeking out the most cost-effective manufacturing areas and building factories there."

DEK was not immune to these market shifts, and the post-2000 environment influenced the way the company operated—and operates today—within the global marketplace. Michael notes, "We have experienced many changes, but changes which have been healthy, which have challenged us and made us a truly global player. We opened facilities in China and today we have up to 80 per cent of our total manufacturing based in >



[www.datumalloys.com](http://www.datumalloys.com)

## We deliver precision. On time, every time, around the world.

**Something we have done with DEK for 17 years.**

Our partners see us as the only source of critical elements for their business. We allow them to focus on their strengths by offering bespoke manufacturing, inventory management and distribution of defect and inspection free product.

Do your existing suppliers compromise your business? Talk to us, we can help you excel.

Email Ben Scott, CEO  
[ben@datumalloys.com](mailto:ben@datumalloys.com)

Pete Annis, Sales Director  
[pete@datumalloys.com](mailto:pete@datumalloys.com)

or call  
**+44 (0) 1548 855 900**



**Datum**

Listen. Develop. Deliver.

## Your Global Partner for Customised Thermoforming Solutions



With more than 75 years of experience, Vitalo Global Thermoforming has grown to become a leading name in the fabrication of plastic parts and systems for the industry. Vitalo has manufacturing facilities and design centers throughout the world to serve the customers with thin and thick gauge thermoformed solutions.

Electronics

Medical

Industrial applications

Mass Transport

 **vitalo** global. thermoforming.

Contact :  
[industries@be.vitalo.net](mailto:industries@be.vitalo.net)  
[www.vitalo.net](http://www.vitalo.net)



China. Prior to 2000, approximately one quarter of our revenues were from Asia; now it's close to 50 per cent.

“Over the past 14 years, the company has also had to become adept at being a global organisation. We have been open-minded and people-orientated so, as we've expanded, we've focused on hiring local staff to lead. Wherever we have facilities around the world, we support local staff. We adopted that method very early on and have been very successful with this approach.”

When Michael took over as president six years ago, he says he first continued the good work that his predecessor had put in motion. “There were some major initiatives that I continued when I assumed the president role, including the expansion of consumables product offers, which are quite different from capital equipment and present a different stream of business opportunities.

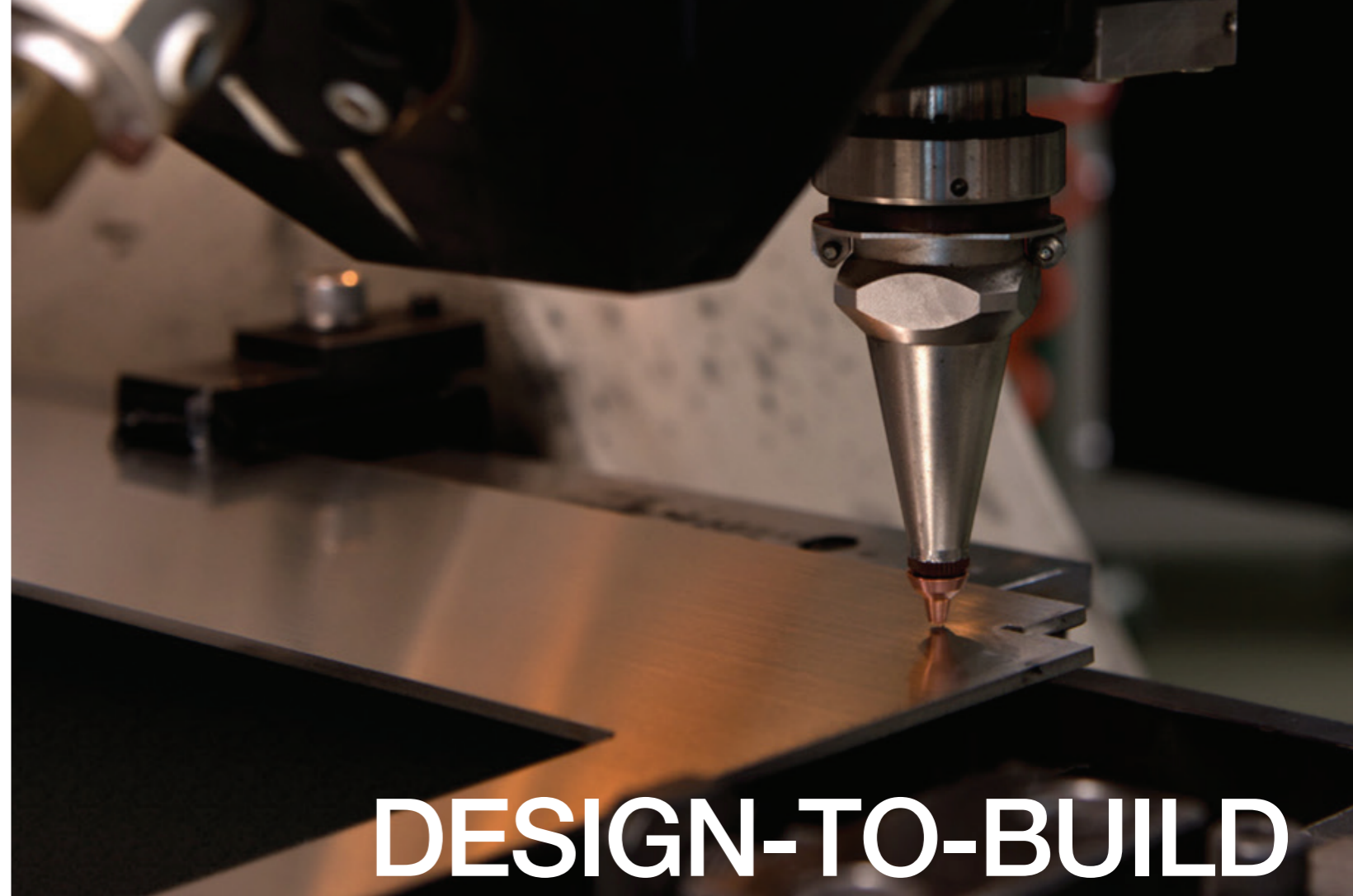


Fundamentally, the machine business goes through cycles as customers on average replace their equipment every five or six years, so there are peaks and troughs. The consumables business is quite different from this.

“Our challenge was looking at what we could do during those troughs to ensure business revenue stability. In 2003, we introduced service businesses that were

financially stable. We found different ways of offering services, alongside our core machine portfolio, to our existing customers, and ultimately, to competitor customers.

“Those recurring revenue businesses that I've been given the opportunity to establish in Europe were then rolled out globally. Today, we have recurring revenues in the million double-digits, which >

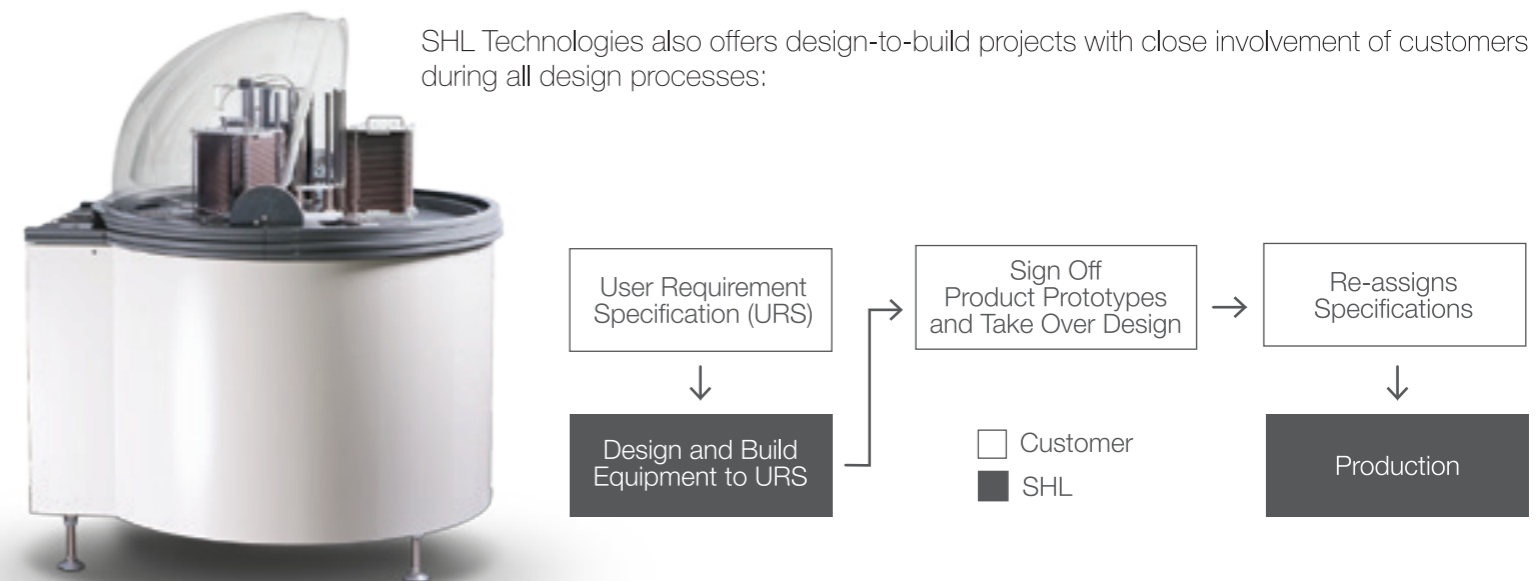


# DESIGN-TO-BUILD

## OEM AND ODM MANUFACTURING SERVICES

SHL Technologies provides OEM and ODM services for various industrial sectors from **electronics** and **semiconductor** to **healthcare** and **medical**. An established knowledge base enables our team of experienced engineers to undertake complex projects and deliver high quality products.

SHL Technologies also offers design-to-build projects with close involvement of customers during all design processes:



DEK solar cell printing equipment. Designed by DEK, manufactured by SHL

[www.shl-tech.com](http://www.shl-tech.com)



Meet Andy.

He's worked for SMC for over 10 years and he really knows his stuff. He's a great listener and he prides himself on knowing all about his customers' challenges and needs.

That's why we asked Andy to work closely, on a full time basis, with one of our customers - DEK.

At SMC, this approach is not unique, it's just one example of many that demonstrates our focus on customer care and why we're not just suppliers but partners.

Our customers are the life blood of our organisation and their success is inextricably linked hand-in-hand with ours.

SMC - supporting DEK throughout the world



[www.smc-pneumatics.co.uk](http://www.smc-pneumatics.co.uk)





ensures business stability throughout the inevitable machine sales cycles. “Outside of organic growth, much of my focus has also been expanding the business through the support of our suppliers, distributors, and partners, and enabling them to grow their businesses as well. For example, we have established a tooling franchise business out of our direct stencil business, which allows some of our machine distributors to also manufacture stencils, effectively making them both distributors and franchisees.”

In addition to these initiatives, Michael says he also intensely focused on quality. “I want to make sure that in these ever-shorter cycles where we have to deliver machines in high volumes—at ever lower prices—that we are also delivering them with a high level of quality. Today, if a customer wants us to deliver one printer with a complex configuration, we can do this at the same time while other customers require us to

deliver 50 printers in just three months; we have the capabilities to do that. We probably have some of the shortest delivery times industry wide. It’s not enough to produce machines fast—you also have to consistently deliver good quality.

“To achieve fast production times in tandem with exceptional quality, we’ve leveraged the concept of Lean Six Sigma and spent three years integrating the principles into the DEK operation. Today, I’m very proud to say that we have more than 150 certified green- and yellow-belt engineers working in our company and driving forward the continuous improvement of the Lean Six Sigma toolbox.”

This focus on quality and excellence has directly impacted the company’s market position and product leadership. Michael explains, “For me, product leadership is deeply entwined with the capability to be innovative. Innovation is the third pillar that defines DEK. The leadership team

came together to answer the question: ‘What can we do better than anybody else in the printing industry?’ We explored what our customers expected of us—both today and in the future—and how we would deliver.

“From there, we began restructuring our company to ensure intentional innovation as a part of our strategic focus. Today, we have teams focusing solely on print-process optimisation, we have service people adapting and enhancing the way we support customers, and engineering teams planning for the future of electronics manufacturing. In 2007, we began developing and deploying printing solutions for solar-cell manufacturing to the solar-energy industry, which was only possible because of our innovation mindset.

“However, there’s no point in launching a new product if you don’t have the marketing structure support and communicate your

endeavours. The go-to-market communication strategy is essential. Our marketing team ensures that we effectively and comprehensively communicate our initiatives to existing and potential customers through many touch points globally. Purchasers don’t want to listen to presentations—they want to have solid discussions about the best possible solution delivered at a fair price.”

DEK’s approach has served the company and Michael’s team well with the company becoming a global force in the industry. “Our market leadership position and growth in Europe and America has led us to have a very strong position over many years,” explains Michael. “With that as the foundation, we expanded into Asia, where the same exacting service standards were applied. DEK recognises that being close to the customers in the after-sales process is just as important as the pre-sales innovation process. For DEK, it’s a long-term partnership, and

ongoing customer success and growth is our aim.”

The expertise and experience that DEK’s people bring to its product portfolio has been a key differentiator for this global company. Michael says that reinvesting in DEK’s people and their development has been a core component of his team’s strategy.

“At DEK, we have the saying, ‘great people around the world, inspired to deliver innovative solutions’. It’s about the people first and foremost. Secondly, we want them to have a desire and to be inspired to deliver meaningful solutions. Last but not least, it’s about the innovation for a global market. This is our core vision.

“Together with the DEK leadership team, we have driven the company forward with a new vision based on founding principles, and our people really live out our vision and values with a passion for the business.”

To attract the best global talent, offering the ability to learn and expand professional horizons is critical. DEK enables educational and growth opportunities through well-developed training courses and its very own DEK college. “We want to coach managers to lead very effectively. DEK has established its own future leaders program so managers who start at DEK learn not only about the DEK corporate principles and code of conduct but also about the DEK strategy and leadership principles.

“I know this is a key component of our success. DEK is very open-minded and we have a big desire to continuously improve. For me, a fundamental part of that is coaching people to get better and make them successful because it makes us and our customers successful.”

It’s a refreshing attitude that DEK also takes with its suppliers and partners. Michael notes, “As a result of our close, collaborative >

“At DEK, we have the saying, ‘great people around the world, inspired to deliver innovative solutions’. It’s about the people first and foremost.”

- Michael Brianda

# Datlink Electronic



Datlink Electronic (Shenzhen) Co., Ltd was founded in 2006, and is a professional manufacturer of cable assembly and wire harness. We are a company certified with UL certification, ISO9001 and ISO14001 certification.

Datlink provides a complete local solution on the connectivity of automated machine in China.

Ph: (+86) 755 3367 8728 • E: sales@datlink.com.cn • www.datlink.com.cn



## X&Y, FOUNDED IN 1996, IS A GLOBAL LEADING SOLUTION PROVIDER IN ULTRA-CLEAN AND ANTI-STATIC INDUSTRY

We are a high-tech company that works in clean room antistatic products development, production and marketing, clean room construction engineering, and ultra-clean laundering. We are dedicated to providing competitive clean room antistatic products, services, and solutions to electronic, optical, automotive, medical, and aerospace industries. Our main goal is to enhance our customers’ experience.

Hood



X&Y is focused on creating value for our customer. X&Y products are trusted and praised by customers all around the world, and have become symbols of quality in the clean room antistatic field. Our products are widely used in the fields of IT, electronics, bio-engineering, medicine, health foods, precision instruments, aerospace, oil, fine chemicals, and automotive in more than 100 countries around the world.

Under the guiding principle of ‘Servicing Worldwide Customers, We Can Do Better’, we will continue to focus on innovation according to customer demand, and by cooperation with Tsinghai University to research new products, new materials, and new technology, as well as training personnel. We have cooperation opportunities from customers all around the world by growing innovation, prominent flexible customisation approaches, and perfect delivery capacity.

Super oil-absorption non-woven wipes



Mop



Swab



Cleanroom wiper



Anti-static shoes



Finger cot



www.xing-ye.com

兴业卓辉



relationships with suppliers we've been able to reduce our previous three-month delivery time down to four weeks. This flexibility is only possible because of our streamlined manufacturing processes. We have 720 employees today but the efficient machine-assembly process requires less than 20 per cent of our workforce. DEK has aligned our model to the market requirements and our suppliers know that. They know exactly what our business is all about. They get updates every

week, they know about our forecasts, and they contribute to our success by delivering on time and on target, but also by being innovative."

Relationships like these will aid DEK in coming years as it continues to grow its global footprint. "We have just finished the divestiture from Dover and have been acquired by ASM Pacific Technology [ASM PT], the world's leading supplier of equipment for the electronics manufacturing industry. ASM PT is also the parent company for ASM Assembly Systems and was established when ASM PT acquired the SIPLACE SMT placement machine business in 2011. DEK fully anticipates that ASM PT's acquisition of the business will strengthen its position as the leading equipment supplier for the entire electronics production chain.

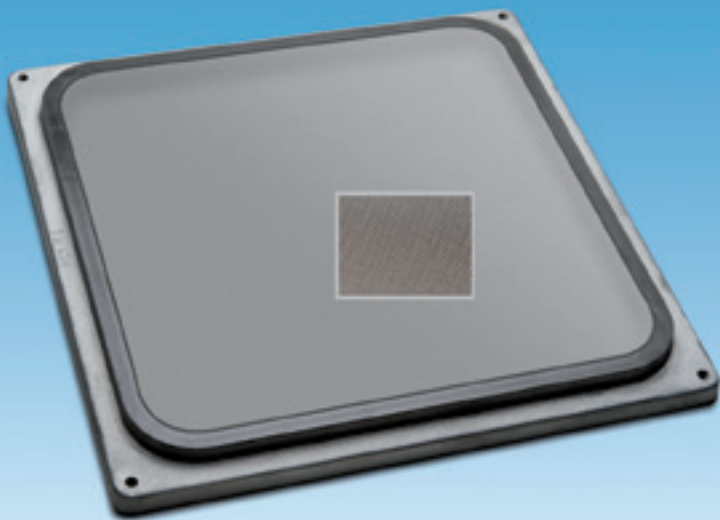
Michael says, "That's great news for DEK, not only because we also have semiconductor solutions, but

because of the expansion and innovation opportunities this affords us, the benefits to our customers, and the backing of such a powerful and well-resourced global organisation.

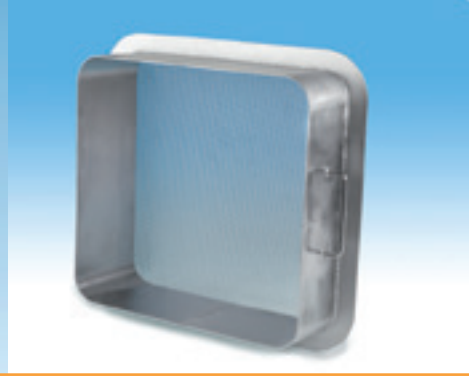
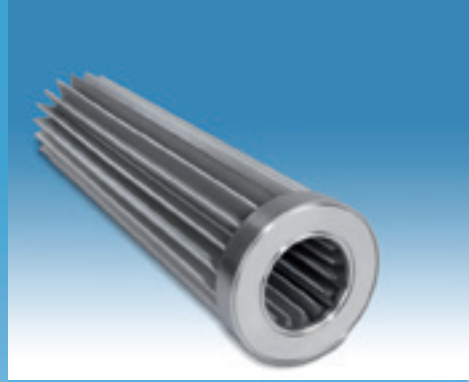
"We are experts in screen-printing and stencil printing and that will remain our core competency. Clearly, however, this printing expertise can be extended into other technologies, as witnessed by DEK's success in the solar sector. So, whether it's laser printing or 3D printing, our tremendous knowledge base in material-deposition solutions can provide unique approaches for future developments. We'll continue to explore new technologies and grow our company, and will also focus on strengthening our core competencies."

The strength and success of DEK and its talented people will ensure that this global player continues to innovate solutions for customers all over the world. •

## Premium meshes for high accuracy screen printing



Precision woven mesh specialists BOPP manufacture an extensive range of high quality, precision woven stainless steel and synthetic meshes and fabrications, developed expressly for demanding applications in fine filtration, sieving/sizing and the screen printing industry.



**G. BOPP & CO LTD**

[www.boppmesh.co.uk](http://www.boppmesh.co.uk)

Grange Close · Clover Nook Industrial Park · Alfreton · Derbyshire DE55 4QT  
Phone 01773 521266 · [info@gbopp.com](mailto:info@gbopp.com)

Proud to supply premium products to DEK



**THE ART OF SWISS PRECISION**