



*Bartosz Śliwiński, Head of Marketing Department Decora S.A.*

***Decora is one of the leading Polish manufacturers of products for the window and ceiling decoration as well as the floor finishing. The company offers products under its own brands: Arbiton, Vidella, Carlo Conte and Fix Prix, which have been known and valued by the customers on the Polish and international market for many years now. A wide-scale success of Decora is based on customer trust, achieved by a wide range of products on offer, superior quality and customer-***

***oriented approach, i.e. offering products tailored to clients' needs.***

#### **A brief history of development**

Set up in 1994 as a limited liability company, Decora started the production of ceiling tiles. As in most cases, the beginnings of the company were humble, but within the next three years the offer range extended to include products of interior finishing, such as ceiling mouldings, rosettes, wall insulation and heat reflectors. Over the next years Decora systematically launched new product lines, extended distribution network in Poland and abroad, modernized logistics and technical infrastructure

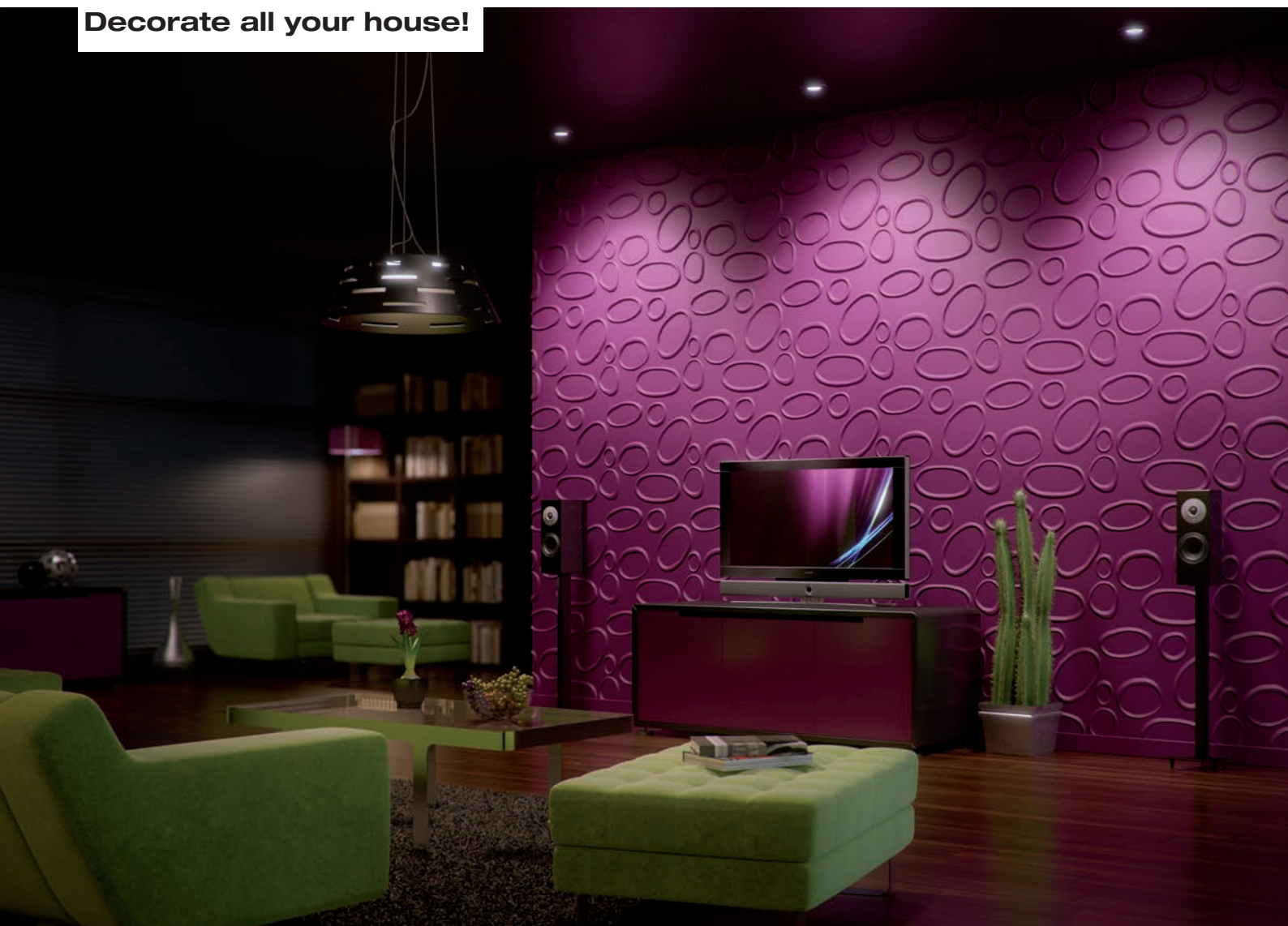
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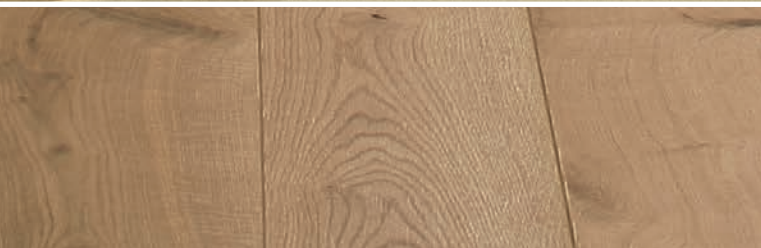
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and expanded workforce. As Mr Bartosz Śliwiński, Marketing Director in Decora admits, the moment of paramount importance was its transformation into a joint-stock company and introduction to the Warsaw Stock Exchange on 21 June 2005. Mr Śliwiński also emphasizes the significances of innovative solutions and modern methods of management: "In 2007 we started implementing the integrated SAP computer system at our Capital Group and introduced some changes in the logistical system, e.g. we reorganized our Distribution Centre and implemented process management of the supply chain. (...) We also make use of Lean Manufacturing and Category Man-

**Decorate all your house!**





agement in our company." The scale of the development of Decora can be measured by the current structure of the Capital Group, which consists of 13 shareholders, including 10 from abroad. Decora has 5 independent distribution centers in Poland, Germany, Hungary, Russia and the Ukraine, which allows it to provide professional logistic services. To improve customer service abroad, Decora created its companies in 10 different countries. The products are distributed to almost 40 countries around the world. The registered office of the company is situated in Środa Wielkopolska in central Poland, together with a Logistics Centre and a Production Facility, while other manufacturing factories are located in Kostrzyn nad Odrą in Poland and Vitebsk in Belarus.

### **Reliable products and groundbreaking solutions**

For 17 years Decora has been widening the range of products, which now can be divided into categories of skirting boards, floor insulation, flooring profiles, wooden and laminated floors, roller blinds, curtain rods and window décor. Decora has also decided to create its own brands, Arbiton and Vidella being the flagship ones. They are characterized by precision, reliability and innovativeness and they are ideal for the customers cherishing beauty and comfort. As Mr Śliwiński pointed out, "some of the products are strategically important for the company, because they are widely recognizable, thereby helping Decora to effectively compete with other companies. The cornerstones of the offer are skirting boards and floor insulation systems, because Decora is a leader in their production in Europe." The company is aware of the necessity to broaden the offer range, which is why at the beginning of 2011 it introduced a new insulation system, ELECTRO ProTec, which is distinguished by its ability to absorb harmful electric field. Currently, Decora is introducing revolutionary printing solution called Wood Effect Technology, owing to which skirting boards harmonize with the colors and structure of a wooden floor. Another innovative product is Wall Art 3D decoration, which makes it possible to use all painting techniques on the wall. In the nearest future, Decora would like to concentrate on enriching the category of floors, which were introduced by the company in 2010, as well as flooring accessories. "2010 abounded in novelties also in the Vidella brand. The offer widened to include e.g. DAY & NIGHT roller blinds," remarked Mr Śliwiński.

### **Customer trust**

Without a shadow of a doubt, innovative approach is one of the crucial factors helping to gain customer trust. Mr Śliwiński believed that the source of success can actually be discerned in a variety of factors, such as excellent customer service, punctuality and reliability of supplied products, low number of complaints, constant development of assortment and a wide array of styles and colors on offer, which can guarantee satisfaction for all clients. Another reason for gaining customer confidence is reliability exhibited in the business contacts with clients. The company's activity is characterized by both corporate and social responsibility, which means that cooperation with Decora always pays off. In accordance with the company's mission, it is "committed to provide clients, shareholders and employees with top values consistent with their expectations." Moreover, Decora has become a prestigious company winning prizes, getting awards and distinctions, as well as taking part in national and international trade fairs which have helped it to gain wide recognition. As in most cases, one of the main goals of the company is rapid development; therefore it seeks oppor-

tunities by monitoring market trends with a view to becoming the industry leader. Despite the global financial crisis of the last few years, Decora looks to the future with optimism due to the promising results it received at the beginning of the year.

### The code of conduct in Decora

The success of Decora is built every day by its employees working in four departments: sales, administration, production and warehouses. Capital Group is currently employing nearly 800 people in 11 European countries: Germany, Russia, Lithuania, the Ukraine, Belarus, the Czech Republic, Croatia, Hungary, Romania, Bulgaria and Poland (where 75% of the staff is employed in the company's headquarters). Irrespective of the function, all of the workers are truly dedicated to fulfill the mission and vision of the company, because Decora is characterized by strong and widely held systems of values. In order to work the most efficiently, the staff worked out the corporate culture focused on achievement and chose 7 values and 10 behavior models which designate the corporate culture, help to achieve business goals and constitute a code of conduct for the employees. The values include: effectiveness, cooperation, respect, honesty, flexibility, courage and trust. The culmination of this project was the implementation of the Management by Values. Decora strives to support its employees by organizing staff trainings and rewarding those who exhibit the behavior promoting the set values. In recognition of its human resources management, Decora was granted the Investor in Human Capital emblem (Godło Inwestora w Kapitał Ludzki), which is the evidence of promoting friendly organizational culture. This prestigious prize also strengthens the position of Decora as a desired employee. Decora looks beyond its own goals and wants to help those in need. Corporate social responsibility is one of the key elements in the strategy of the company, thus its activities are geared to support local organizations benefiting the sick and poor children. Recently,

Decora has helped the people from flooded regions of Poland. As part of CSR, the company closely cooperated with charity organizations like Caritas and Polski Czerwony Krzyż (Polish Red Cross) and supports local sports clubs.

### Tangible proofs of success

The company enjoys the reputation for being a reliable employer and business partner, which is reflected with the prizes and titles it received. The Vidella and Arbiton Floor Expert brands were honored with Golden Consumer's Laurel 2010 (Złoty Laur Konsumenta 2010) for decorative and finishing materials by the Rzeczpospolita daily. The business passion of Decora has been rewarded for 7 times by the Puls Biznesu daily with the honorable mention of Business Gazelle, which proves the dynamic development of the company. Moreover, the editorial staff of the Polish Market Economic Magazine and the Institute of Economics of the Polish Academy of Sciences (INE PAN) awarded Decora the status of the Pearl of the Polish Economy (Perła Polskiej Gospodarki) in the Large Pearls (Perły Duże) category, a certificate in the Polish business ranking. Pearls are granted in recognition of a consistent application of the company's policies and strategies alongside a dominant position amongst the most dynamic and efficient companies in Poland.

**Author:** Anna Chudzik

