

# PSI

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**Daniel  
Jeschonowski**

Senator

A clever strategist

**Product Guide**

Writing instruments and  
office articles

Toys, plush and baby items

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Individuality made to offer

A composite background image featuring various financial data visualizations. On the left, there's a digital display with numbers like 1,501.5607, 1,503.2508, 1,520.8151, 1,502.6230, 1,518.0786, and 1,526.0621. In the center, there are several bar charts with green and blue bars. On the right, there are line graphs with red and yellow lines. The overall color palette is dominated by blues, greens, and oranges, with a blurred effect in the foreground.

**PSI Industry Barometer**  
**The signs are  
pointing on a boom**

**Daniel Jeschonowski**

# A clever strategist and prudent reformer

In July 2016, the company Senator merged into the portfolio of the venture capital company Perusa Partners. At the same time, Daniel Jeschonowski took over the management. Since then, he has made effective adjustments with his know-how and intuition. Initial successes show that he is heading Senator in the right direction.



iving the decisive impetus to companies that are no longer running optimally on track is not only the profession but also a passion of Daniel Jeschonowski. Especially medium-sized companies with a solid foundation, good products and a recognisable potential for development arouse his ambition. Sharpening the profile of such companies and achieving a higher performance with solid management is his challenge. This is how he wishes to work and how he can work at Senator. The fact that Senator needed such a leadership personality last summer is a stroke of luck for both parties.

## Experienced manager, challenging task

Before Daniel Jeschonowski joined Senator, he had already gained experience in the restructuring and interim management of the American strategy consultancy company Bain & Company as well as at the restructuring specialist AlixPartners. When Perusa Partners took over Senator in the summer of 2016 and was looking for a managing director, Jeschonowski was immediately ready to take on this challenge. Although the writing instrument manufacturer, which was founded in 1920, was in a difficult phase at that time, it boasted a good reputation in the market, sound manufacturing expertise and a high quality level "Made in Germany". Therefore, it was also quickly clear that the new owner Perusa would obtain the production site in Groß-Biebrau including the finishing of pens and cups. The work could therefore begin.

### Focused on company strengths

Jeschonowski has been inspired by Senator from the outset: Being responsible for helping to put a company steeped in tradition with extensive expertise and an excellent team back on track is a task in which he not only invests a lot of energy, but is also very close to his heart. How important Senator has now become to him is repeatedly underscored in our conversation. "I was a stranger to the industry, so it was particularly important to listen carefully and ask questions," says Jeschonowski who was born in Hamburg. At first, it was necessary to get a picture of the company and closely scrutinise all departments. Following an intensive analysis of the actual situation, achievable goals were defined together with management, taking into account the strengths of the company. "We focus on what we can do best," says Jeschonowski when summing up his strategy. "The first priority is to maintain and expand our own value-added chain. Product development, production and finishing on site as well as positioning ourselves as a reliable, profitably growing medium-sized company with a high level of innovativeness and market affinity is our clear focus. "It is crucial for the success of small and medium-sized enterprises that you keep an eye on all processes and that everyone also assumes responsibility. That is why we must focus on performance again," says Jeschonowski.

### Corrections in production and sales

Production and sales were quickly identified as those fields of action in which expedient course corrections had to be undertaken. To fully exploit the advantages of one's own production is one of the most important objectives within the framework of the change process. As a result, the existing product portfolio with its focus on writing instruments has been maintained and it will continue to be extended in future. The modular system which works for many models with the same mechanisms, springs and tips as well as identical colours will also be maintained – a clear benefit to the manufacturer. However, many processes in production and logistics were reorganised and investments made. For example, all materials and components that are needed at a production unit are now stored directly there. This saves time and money, as does the introduction of electronic control systems in the warehouse. The sales department was reorganised under the leadership of Sales Manager Ralf Uwe Schneider and in the course of this the field service was extended to five employees. Sales control now creates reliable data which allows all activities to be precisely controlled.

### Support for trade

Daniel Jeschonowski attaches great importance to the establishment of solid communication structures: per-



## DANIEL JESCHONOWSKI IN PERSON

### What was your first thought this morning?

My first thought was of my two daughters, but then I very quickly thought about Senator.

### When is your day a good one?

In my profession: When we have worked well as a team and enjoyed it.

In my private life: When my family can say they are happy.

### What gets you in a good mood?

When I go through our production and see the incredible professionalism and speed. And our sales team impresses me time and again with their vigour and customer knowledge.

### And what drives you crazy?

Excuses and unreliability.

### What are you most likely to forgive yourself for?

Drinking too much coffee.

### When do you lose track of time?

While regatta sailing on the Alster in Hamburg.

### If you were forced to take a four-week holiday, where would you go?

To Sweden in a sailing boat.

### Do you let yourself get seduced by advertisements?

Certainly by strong brands, but not by cheap advertising.

### When is a promotional product a good promotional product?

When it stands on an equal footing with the advertised brand and transports the values honestly – quality, value, functionality and design.

### What is the best promotional product you have ever received?

There are many!

### What do you find irritating in relation to promotional products?

Cheap China imports which express disregard for the customer and miserly behaviour.

sonal contacts between customers, the field service and the back office are indispensable to provide information, and to gain and maintain confidence. "Our distributor partners should understand who Senator is and what they can expect from us. This includes reliability, speed and a fair and stable price – a price that enables us to offer quality. We operate close to the market, confidently but not aggressively. The fact that good project work has to be rewarded by reasonable margins is also self-evident to us." Senator continuously offers the trade a large range of colours and innovative plastic writing instruments and supports it with many useful services. For

example, after-sales customers receive the guarantee that individual colours will be available for a further three years. The new, clearly structured catalogue has also become more user-friendly: thinner, clearer and focused on the essentials, it is now an increasingly popular working tool. Special offers such as “5,000 in 5” (5,000 pieces in up to five colours printed in 5 days at no extra charge) or “Pen express” (1,000 pieces available within 2 days) are illustratively explained. All this strengthens customer loyalty and helps the trade to establish long-term business relations.

### Staff planning completed

Structural adjustments in the personnel area were inevitable in the course of the restructuring measures. Daniel Jeschonowski was particularly cautious about this sensitive issue, but nevertheless a double-digit number of employees in total left the company. “The separation was also a painful process for us, which we structured as fairly as possible. I have great respect for the employees who have reacted very sensibly. In the end, we found good, acceptable arrangements in all cases, and we have also been able to reach several retirement agreements,” summarises Jeschonowski. The process has meanwhile been completed, staff planning for 2017 has been finalised and the powerful team is complete. According to Jeschonowski, the fact that some employees left hastily for reasons of uncertainty was regrettable and to a certain degree annoying. Speculative reports in the regional daily press unduly inflated the topic of personnel and led to irritation. The fact that some employees have returned or have also recommended acquaintances speaks for Senator’s restored good reputation as an employer.

### Living a corporate culture

The further development of a corporate culture based on a respectful handling of all employees as well as on communication to the public is of special importance to Jeschonowski. This also means meeting each other on an equal footing, including the management level. Trust and camaraderie should thus evolve. In order to foster these processes, there will no longer be large company meetings, but rather the managing director will meet the respective departments individually. This will make it easier for employees to become involved and everyone will receive answers to their questions. The fact that Daniel Jeschonowski is a welcome visitor and not a rare visitor to the production halls was evident during the company tour together.



**OUR STRENGTHS:  
RELIABILITY,  
SPEED AND  
QUALITY  
MADE IN  
GERMANY.**

**Daniel Jeschonowski**



### Overall positive development

Daniel Jeschonowski has done a great deal of work at Senator in his first year; the restructuring process has been successful. Much of what he has initiated is already established, other processes are about to develop and become daily routine. His conclusion: “Our measures have had an overall positive effect: We have achieved a modest, market-oriented growth, are debt-free, solvent and capable of acting. The order situation and capacity are according to plan and stable. Sensible investments and a clear focus on “Made in Germany”, quality, reliability and speed are already reaping rewards. “The fact that Perusa gives him a great deal of latitude to implement his ideas makes working particularly effective – and gives him even more enjoyment. Thus, he is moving closer every day to his goal of making Senator one of the top manufacturers in Germany again.”