

# ri·view

Welcome to our world of SIMPLICITY • Spring 2013

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A magazine from **rimaster**  
by to create simplicity





**Jan-Olof Andersson**  
CEO Rimaster Group

## Welcome to Rimaster!

Rimaster is a leading supplier of cable harnesses, electrical cabinets, electronics and cabs for special vehicles and industrial systems.

We are a global group with origin and headquarters in Rimforsa, Sweden.

Rimaster have approximately 600 employees in seven companies all over the world.

We can support you with sales, design, development and production in Sweden, Poland, Belgium and China.

Our vision is to be a partner that creates simplicity for our customers and set the standard in the global industry.

- Welcome to our world of Simplicity!

*Cover: Where old meets new. The new Hammarby Sjöstad residential area in Stockholm is built in a former industrial area. Rimaster is a partner to many of the world's leading manufacturers of construction equipment.*

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## Rimaster today – Rimaster 2020

- Welcome to the Spring issue of Riview!

Now, as we are well into 2013 and may sum up 2012, we can probably see where 2013 is heading. Last year we landed on sales of about 400 MSEK (40 MEUR), which in general were consistent with our revised budget. Now last year is history which we cannot do much about in terms of results, but what we can and must do is to learn from how we were affected by events in the global business environment. It is therefore essential that inside Rimaster, we can learn from each other and pass on knowledge and experience to each other.

We have this spring seen a need as well as a joy in taking part of our global management on a tour to visit our various facilities. We do this because we want meet with all our staff around the world to describe and discuss together how we see Rimaster: today, tomorrow and in the future.

Rimaster today is a great company. We have since humble beginnings over 30 years ago had an amazing journey. Today we have an organization and a set of values to work from that makes us strong. We have a strategy for how to meet the future, a plan for where Rimaster is to be in 2020. Then we'll be a 100 MEUR company, then we have the same basic focus in terms of customers and technology as we have today, then we have climbed in the value chain and then we have probably expanded into a third geographic market.

Rimaster 2020 is a stable and prosperous company, offering customers high quality, reliable deliveries and an advantageous cost structure, while providing good conditions for the dedicated employee.

Rimaster 2020 is an exciting challenge.

- Welcome to join us on the journey!

  
Jan-Olof Andersson  
CEO Rimaster Group

## Rimaster今日-Rimaster 2020

欢迎阅读Riview春季刊

现在，我们在稳步进入2013年同时总结2012年，我们可以预想2013年的发展方向。去年我们的销售额约4亿元，这与我们修订后的预算基本一致。现在，它已经成为历史。尽管去年我们在经营结果上不能做的更多，但我们能够而且必须了解在全球商业环境中如何受到影响。因此，在Rimaster集团内部相互学习，分享知识和经验是必要的。

今年春天我们看到一个需要并很高兴地安排部分全球管理人员参观访问集团内的各公司。我们这样做，是因为我们想要与全球所有的员工见面并一起描述和讨论如何看待Rimaster的今天，明天和未来。

我们自30年前默默无闻的创立开始到现在有着一个惊人的旅程，时至今日Rimaster成为了一个很好的公司。今天，我们有一个团队和一系列我们为之奋斗的价值使我们强大。我们有为达到未来目标的战略和Rimaster 2020年应该处于何种位置的计划。届时我们将是一个产值1亿欧元的公司，同时我们如现在一样关注客户和技术，并且已经攀入了价值链，而且有可能已扩展出第三个地域市场。

Rimaster 2020年将是一个稳定和繁荣的公司，为客户提供高品质，可靠的交付和有利的成本结构，同时为致力工作的员工提供良好的条件。

Rimaster 2020是一个令人兴奋的挑战。

- 欢迎加入我们的旅程！

  
Jan-Olof Andersson  
CEO Rimaster Group

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## Major order from BT Products AB to Rimaster – *Battery cables at a 20 MEUR order value*

### - 让我们来谈谈线束！ 来自BT丰田的主要订单 2千万欧元的电池线束

Rimaster has recently signed a comprehensive cooperation agreement with BT Products AB, part of Toyota Material Handling, for the development and delivery of battery cables for trucks. The contract is over a five-year period worth about 200 MSEK (20 MEUR), with volume shipments to commence after the summer. Following the agreement with BT Products AB, Rimaster is also investing about 3 MSEK (300 KEUR) in a new production line at its facility in Rimforsa, Sweden.

#### *One of Rimaster's largest single contracts ever*

– This is one of the most comprehensive supply agreement we have ever signed, says Andreas Kronström, Key Account Manager.

– The order has a value in the range of 175-200 million SEK over a five year period, and we commit ourselves to direct investments of about three million SEK, so it is obvious that this is an extremely important order.

– Apart from sheer order value, we also show that we are a competitive partner for heavy duty cables and battery cables, something we have worked with briefly in the past but certainly not to this extent, says Andreas Kronström.

*(Cont'd. p. 4 ➡)*

*Lars Karlborg with one of the many special cables that Rimaster now will manufacture for BT Products AB.*

Lars Karlborg展示了众多特殊线束的一种，正是Rimaster即将为BT生产的。



### **What does this agreement comprise?**

– Simply put, in the short term, it is a straight production order. We will produce both common battery cables as well as more complex wiring, which have in common that there are high quality requirements, tight tolerances and rather large dimensions of cable sizes ranging from 10 to 95 mm<sup>2</sup>.

– We will produce a total of about 130 variants, in different thicknesses, lengths and supplied either with standard terminals or with a charger connection, depending on cable and truck model.

– In the long run, it is far more in this agreement, as we will work closely with BT Products AB when it comes to electrical environment development and the development of various types of cabling. We have previously worked with them on control and signal cables and now we are taking the step up to also work with heavy wiring and large currents.

### **What makes this order special, apart from that it is a large volume?**

– Above all, it is the manufacturing method is more or less new to us, says Andreas Kronström.

– Traditionally, cables use clamped lugs to connect but now we will use ultrasonically welded wire, to get a better contact and thus better conductivity. The technology itself is not new to Rimaster, but we have previously mainly used it to splice thinner cables at maybe 0.5 mm<sup>2</sup>.

### **Why will this order be completed from Rimforsa and not e.g. China?**

– Basically because we already have the customer contacts here, we have the expertise and spare capacity and then there is the cost aspect as well, says Andreas Kronström.

– A significant portion of the cost is for materials and transport. BT Products AB will pick-up finished cablings twice a week, and then Rimforsa is rather convenient as we are located just barely 60 kms from the customer.

### **From an idea to a quote to full production in less than six months.**

– The schedule is tight, yes it is. But to act fast, is a Rimaster hall-mark, as we've done this before in various projects and we are known to have a competitive strength in it, so no, I'm not worried. Lars Karlborg, responsible for the production set-up and capacity build-up, has only a few months to build a new production line.

### **What is it makes is so tight?**

– First and foremost, it is about to rebuild and furnish a new production hall, a facility where we previously had more of a logistics center. Then the order comprise a new type of cabling, which will be manufactured using a new method, ultrasonic welding. New machines are to be installed and trimmed, production flows to be optimized and initial samples are to be supplied on what in a context is actually very short time.

– As we speak, mid-May, the first delivery of materials will take place end of May. Then we have a few weeks available for us to set up and fine-tune the production - by the mid-August, we need to have reached full series production and be able to commence high volume shipments. As there are a couple of months, it may sound like there is plenty of time, but some components will not reach us until the mid-July, which is in right the middle of the Swedish summer vacations.

### **Will you make it?**

– Oh yeah, no doubt about that. We will, but honestly, I do not really think so many other companies have the potential for such rapid production build-up, at least not when it comes to such major commitments, says Lars Karlborg rather emphasized. ■

## **- 让我们来谈谈线束！**

Rimaster最近与BT Product AB(属于丰田物料搬运集团)签署了全面合作协议，关于卡车电池线束的开发和交付。该合同是在五年内提供价值约2亿瑞典克朗（0.2亿欧元）的产品，于夏季后开始批量出货。根据与BT Product AB签订的协议，Rimaster也将在瑞典瑞姆佛萨的工厂投资约3百万瑞典克朗（30万欧元）建立新的生产线

### **Rimaster有史以来最大的一单合同**

– 这是目前为止我们签署过最大的供货协议之一，重点客户经理Andreas Kronström 说。

– 这个订单的价值在五年内约为1.75至2亿瑞典克朗，而且我们承诺直接投资约300万瑞典克朗，所以很明显，这是一个极其重要的订单。

– 除了纯粹的订单价值，也表明我们是重型线束和电池线束具有竞争力的合作伙伴，我们过去有相关的工作经验，但肯定没有达到现在这个程度，Andreas Kronström说。



### 这是个什么订单？

- 简单地说，它在短期内是一个直接的生产订单。我们会在生产通用的电池线束的同时生产更复杂的线束，无论生产何种产品，高品质是共同的要求，对于尺寸范围从10到95平方毫米的电缆我们都执行严格的公差。

- 产品种类共约130种，有不同的厚度，长度与标准终端或与充电器相连接，这取决于线束和卡车类型。

- 从长远来看，这个协议代表更多意义，我们将与BT在电气环境开发和研制各类布线方面紧密合作。我们已经与BT在控制线束上有多年合作，现在我们正逐步加强在重型布线和大电流方面的合作。

### 除了这是一个大订单外，什么使得这个订单特别？

- 总而言之，它的生产方式对我们来说多少有些新，Andreas Kronström说。

- 传统上使用接线片链接电缆，但现在我们将使用超声波焊接线束，以便获得更好的接触和导电性。技术本身对Rimaster来说并非新的，但我们以前主要用于拼接较细的约0.5平方毫米的电缆。

### 为什么这个订单将在瑞姆佛萨完成而非其他地方如中国呢？

- 简单地说，我们在这里已经有客户联系、专业知识和空余产能，再有就是成本方面的考虑，Andreas Kronström说。

- 相当部分成本由材料和运输构成。BT每周两次会上门提货，瑞姆佛萨因距离客户只有60千米而相当便捷。

### 从构思到报价到生产，在不到半年的时间。

日程安排确实很紧，但迅速采取行动，是Rimaster的一个显著特点，因为我们之前已经这样做了各种项目，我们在这方面竞争力被熟知，所以我并不担心。

Lars Karlborg，负责产线和产能筹备，只有几个月的时间来建成新的生产线。

### 是什么使得时间这么紧？

- 首先，需要将以前一个作为物流中心的厂房重建并改造成新的生产车间。其次，订单包含了一种新线束，在制造过程中将使用一种新方法-超声波焊接。新设备的安装调试，生产流程的优化和首件样品的出货整个过程其实需要在很短的时间内完成。

- 就在5月中旬我们谈及此，首批材料交付将在5月底。之后，我们能有几个星期来设置和微调整生产，截至8月中旬我们需要做到生产全系列产品并开始大批量出货。一两个月听起来就像是有充足的时间，但有些零件在7月中旬才能到货，时间正处于瑞典暑假的期间。

### 你们能做到吗？

是的，一定可以。我们能做到，但坦率地说，我并不认为能有很多其他的公司有如此快速筹备生产的潜力，至少不能做出如此的承诺，Lars Karlborg强调说。



Lars Karlborg overlooking the "Ice cube", the hall where the new production line soon will be in place. Within a few months this will be full production in two shifts.

- I'm not at all worried, he says. We will do it!

Lars Karlborg俯瞰“冰立方”大厅，新的生产线将很快到位。在短短几个月内，这里将有两班倒的满负荷生产。

- 我不担心，他说。我们能做到！





Tomas Stålnert

*– We want fewer but more comprehensive suppliers, and we are now large enough to be able to skip the distributor level and go directly to the manufacturer or at least a major wholesaler.*

Tomas Stålnert is in charge of Rimaster's "Strategic Sourcing Development Program," and has since more than a year a clear focus on what is, simply, called "supplier development".

### **What is "supplier development" all about?**

– Well, we want to reach a point where we have a few but carefully selected suppliers, such as product owners where we can go from contract to the partnership program. We need to ensure we are at the right level of technology so that we jointly, with the supplier, can select the right components in relation to our different requirements and product parameters. We also see that through our program of supplier development we can achieve better results with regard to our "terms and conditions", says Tomas Stålnert.

A cornerstone of this work is to continuously "challenge" existing distributors by asking the question: is this the right distributor, do we get the right item and do we have the right price?

### **Why is this so important?**

– It is important for a lot of reasons, and we work constantly to find the right suppliers, because in relation to our customers, we need to have the right components, with the right quality to the right cost – obviously there is also money to be saved in several stages, says Tomas Stålnert.

We can by having fewer suppliers get larger volumes and thus become a major customer which in turn allows us to set tougher requirements in terms of quality, delivery terms, and – of course – even the price.

### **How is the work progressing?**

– We have today, compared to a year ago, about 10 percent fewer suppliers. However, we have increased from perhaps 280 to 300 vendors in total, because we have more customers for whom we manufacture several different products, such as cabinets that we manufacture in small numbers but with great variety – still, "High Mix – Low Volume" remains a competitive advantage for us.

We also work to locate components from different manufacturers, i.e. more than 2,000 components locally in China, and although we may not succeed in finding them all, it's a great tool when it comes to putting pressure on our existing suppliers, Tomas Stålnert concludes. ■

## 供应商开发

**– 我们想要更少，但更全面的供应商，而且我们现在的规模足够大以致有时能够跳过分销商直接与制造商合作，或者至少是与一个主要的分销商合作。**

Tomas Stålnert负责Rimaster的“战略采购发展计划”，并且一年多以来很明确重点是什么，简单地说，就是“供应商开发”。

### **何谓“供应商开发”？**

– 我们要达到这样的程度：拥有一些但都经过精心选择的供应商，例如产品所有者这样的供应商，而我们能与之进行从签订协议到进行合作伙伴计划的合作。我们需要确保我们的技术水平足够，才能与供应商共同选择符合不同要求和产品参数的正确元件。我们也看到通过供应商发展计划，在‘条款和条件’上能够取得更好的效果，Tomas Stålnert说。

这项工作的基石是不断通过提出质疑“挑战”现有分销商：这是合适的分销商吗，我们得到正确的项目和合适的价格吗？

### **为何如此重要？**

– 这项工作重要的原因有很多，我们在工作不断寻找合适的供应商，因为对于我们的客户，需要有正确的元件，良好的质量，合理的成本 – 以及在各环节节省成本，Tomas Stålnert说到。

我们可以通过拥有更少数量的供应商而得到对单个供应商更大的采购量，并且因此成为供应商的一个重要的客户，从而允许我们在质量条款、交货条款甚至价格方面提出更高的要求。

### **工作进展如何？**

– 与大致一年前相比，我们的供应商数量减少了约10%，约25-30个。然而，我们在此期间供应商总数约从280个增加到300个，原因是我们为新客户生产不同种类的新产品，如控制柜，产品的数量少但是需要的元件种类很多。这没关系，因为‘多种类-低量产’仍然是我们的竞争优势。

在进行各项工作的同时，我们也从不同的制造商处进行元件的本地化，有超过2000项的元件在中国本地。尽管我们现在并未成功的找到所有的项目，但是能很好的用于对现有的供应商施压，Tomas Stålnert总结到。

## Ningbo Trading – Rimaster’s gateway to China



Tomas Stålnert, what is the idea behind Rimaster’s fledgling Chinese trading company, Ningbo Trading?

– Basically, we will use of the trading company when we anticipate major orders and vast delivery volumes. Sometimes we might find an advantage in switching components, or to alter a specification to be able to use “equivalent” components in order to create larger volumes. Hence, we will most likely get a better price but also streamline inventories and material flow,

**But is it necessary to set up a separate company to achieve this?**

– By using Ningbo Trading, we can for example buy directly from various manufacturers in China; purely local but also Chinese subsidiaries of various European and U.S. manufacturers. An illustrative example is a connector that costs about 120 Euro when we buy it in Sweden, through the Swedish manufacturer’s subsidiaries and distributors.

The same component costs about 80 Euro when we buy it in Poland, from the same company’s Polish subsidiary, but just over 50 Euro when we buy it in China. The identical product from the same manufacturer...

*“Finding qualified local vendors who at a comparably low price can provide a sufficient level of quality is always a major challenge for us.”*

Ding ‘Steven’ Shi is Ningbo Trading’s manager

– This year is the first year that our trading company is in operation, and for sure, there are opportunities as well as challenges, says Steven with confidence.



– Initially, we see we have plenty of business opportunities, internally from all of Rimaster Group and externally from our customers, present and future.

Internally, the work and efforts from Ningbo Trading are i.e. focused on the design and quality improvements for the new LED fixture that Electrosystem manufactures. It is a product with a lot of potential and will see a continuous development.

– From external customers we anticipate a lot of requests to assist with trading of “right” components from abroad, either because they find it complicated to import themselves, or because they want to aggregate their purchases to get a better integration with their supplier.

When it comes to locally acquire parts and components, the focus will be on getting the *price-and-quality* equation in balance.

– Finding local vendors who at a comparably low price can provide the right level of quality is an ongoing challenge for us, says Steven.



## 宁波 - Rimaster通往中国的门户



Tomas Stålnert, Rimaster在中国设立宁波贸易公司背后的构想是什么？

- 基本上，我们在预计有大订单和大交货量时将使用的贸易公司。有时我们在替换元器件或者改变元器件规格上具有优势，改变后的元器件能够“等效”使用，以创造该元件更大的采购量。从而，我们将很可能在获得更好的价格的同时也简化存货和物料流。

但有必要成立一个独立的公司来实现这个吗？

- 通过宁波的贸易公司，我们可以直接从中国本土的制造商购买元器件，也可以从欧美制造商在中国的制造公司购买元器件。

一个代表性的例子是一个连接器，在瑞典通过制造商的子公司和分销商购买，花费约为120欧元。

相同的元器件从该公司的波兰子公司购买成本约80欧元，而当我们从该公司在中国的子公司购买同样的元器件时只需要50欧元多一点。

### 施丁是宁波瑞马斯特贸易有限公司的总经理



今年是我们贸易公司的第一年，工作中肯定会有很多机会和挑战，施丁自信的说。

- 首先，我们看到很多的商业机会，内部来自Rimaster集团，外部来自我们的客户，包括现在以及将来。

内部来讲，宁波贸易公司的工作和努力在于如关注瑞马斯特电气公司生产的新LED灯具的设计和品质改进。这是一个具有很大潜力的产品，并将持续发展。

就外部客户我们预期有大量关于协助从国外交易‘正确’零件的要求，或者是因为他们发现由自己进口相当复杂，也可能因为想要集中采购从而更好的整合供应商。

谈及在本地购买零部件，重点在于平衡价格与质量。

- 寻找到合格的本地供应商，即供应商能提供相对较低的价格和足够水平的质量对我们来说是一个主要的挑战，施丁说到。



Peter Yngvesson:

*– The desire to build a leadership on trust and confidence is obvious throughout the organization and I intend to hold on to that!*

**– We are doing this as we want to find a model to care for our own management recruitment, says Peter Yngvesson, HR manager for Rimaster. What he is talking about is "Future Talents", the internal leadership development program, which started in the autumn of 2012 in Sweden.**

– For practical reasons, we started with seven participants in Sweden. Seeing it as a pilot project, we now need to have it evaluated.

– The focus is on recent, as well as aspiring, managers. The participants include production managers and designers that we see have the potential to assume a management responsibility, and I made the selection together with both their immediate superiors as well as the head of the respective companies.

The program started late 2012 and runs mainly during the spring of 2013. An initial evaluation is planned for before the summer vacations. Participants attend primarily group meetings, but everyone also has individual "coaching" meetings - all have their own "development plan". The focus is on leadership in different situations where elements such as group dynamics are important features, like the ability to give and take criticism or feedback.

#### **Soft elements mixed with "hardware"**

The program also contains elements with more of a "hardware" touch in the form of on-site education and training in e.g. finance, like doing a budget and reading reports. Some training in management positions is also included. However, all is not set in stone, either in content or form but the program is being developed continuously and in close collaboration with the participants. This autumn, a decision will be taken on how to continue with the next round, probably with a further developed program.

– We will then look at whether we are going in the right direction, and, more generally, if the ideas work and if the right people get the right training, says Peter Yngvesson.

He is careful to emphasize that although the first training round for practical reasons ended up in Sweden, he sees both needs and opportunities to implement similar programs throughout the whole Rimaster Group.



– For the next round, we will select a new group of employees, and then I want to test a global group. It would be very exciting to see how employees with different cultural and historical backgrounds can come together in a common leadership.

– The basics for managers is the same whether you work in Poland or Sweden, and I am also confident that although we believe that China is "further away" from a European management perspective, it is not necessarily so.

– China and the Chinese culture as we see it has much in common with our own, and it shows in even how to tackle management issues. China is much closer to us than what geography might have us to believe. There is also a "hunger", a desire to move on and evolve all the time, which is very evident in China, not only for us and our employees, but as I see it throughout the Chinese economy.

– The same feeling I get often in Poland, where there is an underlying quest for development. The desire to build a leadership on trust and confidence is obvious throughout the organization and I intend to hold on to that!

– Nevertheless, there are of course differences in culture and it is a what we have to address continuously, especially in the area of HR, says Peter Yngvesson.

**So, are you then guaranteed a head job if you participate in the program, and you are just excluded from career if you have not gone there?**

Peter Yngvesson is clear that the answer is a straight "No!" to both questions.

– To participate in the program is by no means a guarantee that you will get a management position, but it is clear that we will look at these candidates in the first place.

– When we need to appoint a manager, we will look at those who have attended leadership training first, and then have a discussion with the relevant managers. There may of course be that a candidate may have shown good results for a particular manager job requires a different profile and then we broaden the search for appropriate managers; first internally but when necessary, we are looking of course outside our own organization as well, Peter Yngvesson concludes. ■

Peter Yngvesson:

-建立以信任和自信为基础的领导力的是整个组织显而易见的期望，我打算坚持这个期望！

- 我们这样做是因为想找到一个适合我们自身管理  
人员聘用的模型，Rimaster人力资源总监 Peter  
Yngvesson说到。

他谈到什么是“未来人才”，以及在瑞典始于  
2012年秋天的内部领导力发展计划。

- 因实际原因，项目开始时在瑞典有七人参加，我  
们把它作为一个试点项目，现在需要做评估。

- 项目关注的是当前以及拟任经理。参与者包括生  
产经理或设计师这些有可能承担管理责任的人员，  
这些人员是由我连同他们的上级和各公司的总经理  
一起选择出来的。

项目在2013年春天开始运行，在暑假前完成初步  
评估。参与者参加主要的小组会议，但大家也有个  
别的“培训”会议-都有自己的“发展规划”。关注  
领导力的不同情况，如团队动态是很重要的特征，  
如给予和接受意见或反馈的能力。

该项目还包含更多的“硬件”，如教育和培训的  
形式，比如财务方面的如何做预算和阅读报告的  
培训，一些与管理岗位相关的培训也包括在内。然  
而，无论在内容或形式上，一切都不是死板的，而  
且项目正在不断发展并参与者密切配合。今年秋天  
将决定如何继续下一轮，可能涉及到进一步的发展  
计划。

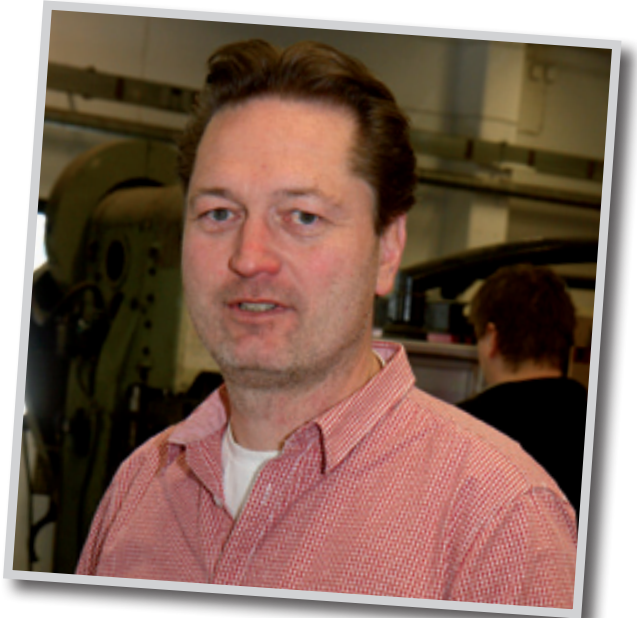
我们将看到我们是否在朝正确的方向走，更普遍  
的，这样是否起到作用，是否给合适的人合适的培  
训，Peter Yngvesson说到。

他谨慎地强调，虽然第一轮的培训由于现实原因  
在瑞典 结束，他看到了整个Rimaster集团实施类似  
项目的需求和机会。

- 下一轮，我们将选择一组新成员，而且我想在全  
球范围内测试。看到不同文化和历史背景的员工参  
与到共同的领导力项目中将是非常令人兴奋的。

- 无论你在波兰或瑞典工作，管理者的基础是相同  
的，而且我可以这样说，虽然我们从欧洲管理的角  
度认为中国“很遥远”，但不尽然这样。

- 就我们所见，中国和中国文化与我们自己的有很  
多共同点，甚至体现在如何解决管理问题上。中国  
与我们的距离比我们在地理上看到的更为接近。有  
一种“饥饿”，期望，即不断前进和参与其中，在  
中国很明显，不只是我们和我们的员工，甚至是整  
个中国的经济。



- 同样的感觉，我经常在波兰感觉到，波兰有潜  
在的发展追求。建立以信任和自信为基础的领导力  
的是整个组织显而易见的期望，我打算坚持这个期  
望！

- 即便如此，我们在文化上仍有很多不同，这正是  
我们需要不断解决的，尤其在人力资源领域，Peter  
Yngvesson说到。

那么，你参加这个项目是否能保证得到领导职  
位？或者如果没有参加就会被排除在职业生涯外？  
对于这个两个问题，Peter Yngvesson明确的答案  
是‘不’。

参与该项目并不保证你能得到一个管理职位，但  
很清楚的是，我们会在第一时间考虑这些候选人。

- 当我们需要任命一名经理，我们先将看看那些  
参加领导力培训的人，然后与相关管理人员进行讨  
论。当然我们可能有候选人已经显示出对于某个经  
理岗位的良好业绩，而该岗位要求不同的经历，我  
们会扩大搜索范围寻找适当的管理人员，首先在内部，但在必要时，将在集团外部寻找，Peter Yngvesson总结到。



*– Dynapac is a good example of a type of customer that we globally wish to work with!*



– From a singlehanded Rimaster perspective, we see how Dynapac, having manufacturing facilities in our three home markets, is a good example of the type of customer we globally wish to work with, Tomas Stålnert, Sales and Sourcing Manager for Rimaster, says.

– Dynapac manufactures their movers and other machinery in many places but in general, the technology content is often more or less the same. Sometimes the machines are even built to the same specifications. For Dynapac, what we manufacture today includes primarily various cablings and panels.

Earlier, Dynapac Germany had a global design responsibility and therefore sourcing responsibilities so from the beginning of our relationship, it was Rimaster Poland, who signed the deal with Dynapac.

Now we are looking actively at the possibility of producing more cables of various types, as it has become possible for each factory to be responsible for their own sourcing against a common standard. This means that we now deliver the same type of cabling directly to various companies in the Dynapac Group.

When we started working with Dynapac three years ago, we had just one order for a pretty simple wiring. Today we are to be found inside on a half-dozen lines of machines, most recently including a vibratory roller and an asphalt paver.

– This illustrates in a good way our saying: “No order is too small, let’s grow with the customer,” Tomas Stålnert concludes. ■

Dynapac Single Drum Vibratory Roller CA6000  
Photo: Dynapac AB



– Dynapac, part of the Atlas Copco Group, has since two and a half years become an increasingly important customer for Rimaster Poland, says Piotr Szyrman, marketing manager for Rimaster Poland.

– Our cooperation with the customer has always worked very well and is, to my view, constantly evolving. We feel that we in our relationship with Dynapac meet a high level of customer satisfaction.

We began working with just a single project, and today it has grown so that we

now produce equipment for four different machines, soon to be six, says Piotr Szyrman.

Good cooperation between Rimaster in Poland and in Dynapac Germany has also resulted in an enhanced global partnership between the two companies in Sweden and China as well.

This spring, Dynapac has introduced new versions of several of their machines, where we hope to be a partner. Marketing-wise, to enhance the relationship with parent company Atlas Copco, all Dynapac machines will in future be painted in Atlas Copco gray-yellow color scheme.

Rimaster key issues such as quality, delivery reliability and a deeper cooperation at the development stage are also important when it comes to find more work with other customers in Western Europe.

– We see that not only Dynapac but all of the Atlas Copco Group is an increasingly important customer for us, and this year we can expect to increase our cooperation with an additional three new projects just here in Poland, says Piotr Szyrman. ■



- 戴纳派克，我们希望  
与之进行全球合作的  
很好的例子！

- 单从Rimaster的角度出发，我们看到戴纳派克在我们的三个主场市场中都拥有制造工厂，是全球化合作客户的一个很好例子。Rimaster集团采购和销售经理Tomas Stålnert说到。

戴纳派克公司在很多地方生产推动器和其他机器设备，但通常情况下，产品的科技含量往往或多或少相同，有时机器中甚至内置相同的规格。今天我们主要为戴纳派克制造各种线束和面板。

此前，戴纳派克德国负责全球性的设计也因此负责相关的采购，这是我们合作关系的开始，当时Rimaster波兰与戴纳派克签订了协议。

现在，我们正在积极寻找生产更多不同类型的线束的可能性，因为每个工厂按照相同的标准去采购成为可能。这意味着我们现在向戴纳派克集团的不同公司提供同一类型的线束。目前，我们正工作于来自瑞典戴纳派克的在一般类型的线束和面板的反馈。

三年前，当我们开始与戴纳派克合作时，我们只有一个包含一种非常简单线束的订单。现在我们有半打生产线的机器用于生产戴纳派克的产品，最近的包括一个振动压路机和一个沥青摊铺机。

- 这个与戴纳派克的简短故事，说明了我们的格言：“没有太小的订单，让我们与一起客户成长，”Tomas Stålnert总结到。

戴纳派克单钢轮振动压路机CA6000

摄影：戴纳派克公司



- 戴纳派克，阿特拉斯·科普柯集团的一部分，至今两年半的时间里成为Rimaster波兰一个越来越重要的客户，Rimaster市场经理Piotr Szyrman说到。

- 我们与客户的合作一直非常成功，照我看来，是不断地发展的。我们感到与戴纳派克合作中客户的高满意度。

我们开始于一个单一的项目，而今天，已成长到为四种不同的机器生产设备，很快就会有六种不同的机器，Piotr Szyrman说到。

Rimaster波兰和德国戴纳派克良好的合作关系也加强了两家公司在瑞典和中国的全球伙伴关系。

今年春天，戴纳派克已经为一些机器推出了新版本，我们希望也能成为这方面的合作伙伴。为市场营销，加强与母公司阿特拉斯·科普柯的联系，所有的戴纳派克的机器都将喷涂阿特拉斯·科普柯灰色-黄色。当涉及在西欧找到更多客户时，Rimaster的关键方面，如质量，交货的可靠性和正处于发展阶段的更深层次合作也很重要。

- 我们看到，不仅戴纳派克，甚至整个阿特拉斯·科普柯集团是一个越来越重要的客户。今年我们可以预期在波兰将增加合作-额外的三个新项目，Piotr Szyrman总结到。





## Time travelling in Söderhamn

## 瑟德港的时间旅行

Now Rimaster has come together with its three different business activities in Söderhamn under one roof

现在Rimaster已经将瑟德港的三项业务聚集在一个屋檐下。

*– We moved from the 1940s to the 1980s, so naturally it was good.*

The voice from one of the work desks is clear.

*– Yeah, that move was just as great as welcome!*

Late spring 2011, Rimaster began the fairly extensive process of concentrating their activities in Söderhamn, Sweden to one physical facility. Previously ElectroSystem and Rimaster Development was "living together", while the electronics manufacturing in the Electronics unit was housed in another building complex, some kilometers away. For several reasons, however, it was concluded that it was now necessary to collocate them.

Rimaster Electronics had for a number of years had on their operations to the old Ericsson plant in central Söderhamn. The premises were not optimal, daylight was for example only seen through some skylights, so it was obvious there was a need to find new premises.

Most natural was to try to move operations to ElectroSystems' factory in the industrial area "Björnänge", in the outskirts of Söderhamn. This factory was purpose built in the 1980's to the most modern standards and would be a real achievement.

However, the main question was - would that work? It was not obvious that it would be the best solution, and voices were heard that questioned whether it would "be fit". (Cont'd on p. 14 ➡)

我们从20世纪40年代到80年代，很显然，这是好的。

一方的声音是明确的。

- 是啊，这变化是伟大的！

在2011年春末，Rimaster开始了把瑞典瑟德港的活动集中到同一个设施中的工作。

此前Rimaster电气和Rimaster研发“住在一起”，而Rimaster电子被安置在几公里外的另一幢建筑中。因多方原因，结论是有必要把三家公司合到一个地方。

Rimaster电子过去很多年与位于瑟德港中部的爱立信老厂有业务往来。那里厂房不是太好，例如白天只能通过一些天窗看到，所以明显需要寻找新的厂房。最自然的就是尝试将业务移动到Rimaster电气的厂房，位于Björnänge工业园区，瑟德港入口处。这家在1980年按照当时最现代化的标准建成的厂房，然而，主要的问题是 - 这样能行吗？

当时看不出来这是最好的解决之道，也产生了是否“适合”的质疑声。难道线束制造和先进的电子制造真的能在同一空间共同运营吗？通过透彻分析后，我们采取了决定，进行前期规划研究，然后付诸实践。

经过不时的相当广泛的重建和调整，包括物流和工作流程，搬迁发生在2011年秋天的一个周末。现在已差不多是两年后，将业务合并到一幢厂房中后大部分的结果是非常积极的。(上接第14页)

# Time travelling in Söderhamn

## 瑟德港的时间旅行

*Continued from page. 13:* Could really such diverse activities as harness manufacturing and advanced manufacturing of electronics co-exist in the same space?

After a thorough analysis, a decision was taken, however, of a pre-planning study that then became an implementation decision.

After an sometimes quite extensive rebuilding and adaption, including logistics and workflow, the move could take place over a weekend in the autumn of 2011.

Now, almost two years later, most are very positive of the outcome when the activities came under the same roof.

- I'm happy with how it turned out, not least because it is actually joyful that we are more people in this house now. Once we were about a hundred people working here, and it went well. It's fun when things are busy, says Annelie Gustavsson, who works with cable production.

- Good. It was actually just fine, and most amazing is that the long surface mount assembly line actually fitted, says Yngve Hedestig when asked about his opinion of the same move.

- Yes, of course it has become good in general, I think this is really good. In the future, when we get to expand the logistics centre as well, then it will be even better, says Hasse Jonsson showing the crowded warehouse, which handles both incoming and outgoing goods.

- An expansion is scheduled and hopefully it will become a reality this year, Mr Jonsson concludes. ■



Yngve Hedestig

续从 13

- 对于现在结果我很高兴，因为我们现在有更多的人在这幢厂房中了。我们曾经有约百余人在这里工作，而且进展顺利。工作忙碌充实是很有趣的，从事线束生产工作的Annelie Gustavsson说。

- 挺好。实际上这样蛮好的，而且最神奇的长长的表面贴装装配生产线也合适地放在这里，当Yngve Hedestig问到搬厂与他职位相关的问题时说到。

- 是的，总体来说变得很好，我也这么认为。当将来我们拓展物流中心后将会更好，Hasse Jonsson在展示较为拥挤的仓库（处理到货和出货）时说到。

- 扩张计划已提上日程，希望今年这将成为现实，Hasse Jonsson总结。



New Surface Mounting Line

新的表面贴装生产线整齐地排列着

- It proved to be a good solution, but we need to expand our storage facilities, says Hasse Olsson.

- 这样很好，但我们需要扩大仓储设施，Hasse Olsson说。









When in Ningbo, Rimaster chairman, Mr Per Carlsson, handed out hoodie-sweaters with Rimaster logo to the employees.



今年3月，Rimaster管理团队在路演之旅上与所有员工见面，同时融合了简约法则和Rimaster 2020的主题。Rimaster的董事会主席和主要所有者Per Carlsson亲自分发印有Rimaster标志的带帽衫给员工。

## Rimaster 2020

### – Picture Cavalcade from a roadshow

- During the spring, the management of Rimaster initiated a comprehensive program to map out the road to the future, 'Rimaster 2020'. As part of the work, management embarked on a tour, with the intention is to visit all the major sites. The aim is to describe the view of the management and owners and how they look at the future. This includes of what principled choices that you will have to make the journey there, but there was also a wish to have a dialogue with all employees about the present and future.

The roadshow started in mid-March when some representatives of Rimaster Group, headed by the company's founder and owner Per Carlsson, visited Ningbo and Rimaster China. Next stop was the two Polish factories in Czaplinek and Borne, who were visited in mid-April. During the late spring the tour will continue to the Swedish plants in Söderhamn, Rimforsa, Kisa and Horn.



## Rimaster 2020

### - 图片取自路演

Rimaster的管理团队在春季发起了一项绘制Rimaster 2020之路的全面计划。作为这项工作的一部分，Rimaster管理团队进行了巡访，旨在访问所有主要的工厂。主要目的在于描述现在和将来，同时与员工进行沟通。这项巡访开始于由公司创建者和所有者Per Carlsson带领的部分管理团队对Rimaster宁波的拜访。

接下来是在四月中旬对波兰的位于恰普利内克和伯尔尼的两个工厂进行拜访。春季季末，这项参访将在瑞典继续，分别会到瑟德港，瑞姆佛萨，基撒和赫恩。

In Poland, Rimaster has since a few years two production units. To give as many people as possible a chance to participate and meet the management held a briefing for members of Borne (above) and a corresponding in Czaplinek (left).

在波兰，Rimaster从几年前开始在两个地方有工厂。为了让尽可能多的人有机会参与并于管理团队见面，分别在伯尔尼和恰普利内克举行了会议。