

ri·view

Welcome to our world of SIMPLICITY • Summer 2014

Rimaster production:

— *A Global Proximity!*

瑞马斯特生产：

一个全球性的接近

Rimaster expands:

— *Bienvenue, France!*

瑞马斯特扩张：

一欢迎，法国！

A magazine from **ri·master**
ability 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 today approximately 600 employees in seven companies all over the world.

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

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!

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THE THEME OF THIS ISSUE of Riview is “Rimaster in the world.” We are proud to have the ability to serve our customers simple and straightforward, more or less wherever they are in the world and whatever needs they may have.

In this issue, we will briefly introduce primarily our global harness- and cabinet production, making it possible for us to live up to our motto of “Ability to create simplicity”, while offering just simplicity in a global proximity. In the autumn issue we will continue to talk about Rimaster in the world, but then more from a customer perspective.

I often talk about finances but I will not go there this time, just conclude that just as major actions sometimes are necessary, just as important is the daily quest for improvement.

What has been on our minds this spring is “safety awareness”. In early March, our Söderhamn factory suffered a fire. Minor as it was, the incident was a reminder for us about the importance of not just having protocols for emergency preparedness, but also to routinely test them.

When handling a crisis, it is at the end of the day nothing but a leadership issue. While operations in different locations requires a common understanding of leadership, it is equally important to take into account both geographical and cultural differences.

In close cooperation with the Linköping University and Swedish research agency Vinnova, we have invested heavily in developing our collective ability to “lead” in a distributed yet resource-constrained organization.

We’d love to have you join us in that work. Give us your feedback, your ideas and your suggestions on how we can develop ourselves and become even better!

With that, I wish you a nice summer!

Jan-Olof Andersson, CEO Rimaster Group

这期Riview的主题是“瑞马斯特全球”我们很荣幸能够简单、直接地服务于我们的广大客户，无论他们在世界的何方，无论他们需要什么。

这期，我们将简要地介绍我们全球主要的线束和控制柜的生产，从而体现我们在全球化的简约道路中也“能够创造简约”的宗旨。在秋季期刊上，我们会从客户的角度上持续讨论瑞马斯特全球。

我经常会谈论到财务，但这次不会讨论它，而是如果有必要的话，把它作为重大的事项来总结一下，就好比是每天寻求改善一样重要。日常工作中，我们跟财务联系密切，日常工作的不断发展，是提高客户满意的一种方式。

春季期刊的重点是“安全意识”。在三月初，Söderhamn工厂遭受火灾。很幸运，这次火灾是轻微的，但是这次事件给我们敲响了警钟，我们不仅要有应急方案，而且还要定期地去试验它们，这个很重要。

在谈到危机处理时，今天的话题也即将结束，要说的是，这是领导问题。不同地方的操作要达成领导理解的共识，这就像要考虑地域和文化差异一样重要。

与林雪平大学和瑞典的研究机构Vinnova的密切合作，我们已在开发集体能力，“领导”有限资源的分配机构中投入巨资。

我们希望你们能加入到我们的工作中来，给我们反馈意见、提供你们的想法和建议帮助我们提升自己，变得更好！

至此，愿你们有个美好的夏天！

瑞马斯特集团CEO Jan-Olof Andersson

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Tomas Stålnert:

*– Development,
not decommissioning!*

– With production units on three sites in Sweden, two in Poland and one in China, Rimaster has a distributed manufacturing organisation; see it as a system with different orientations and different prerequisites.

Tomas Stålnert is vice president of the Rimaster Group and in charge of Sales & Sourcing as well as coordinating various production related issues. With a background from i.e. Ericsson and Flextronics, where he was in charge of qualified high-end manufacturing in China, he joined Rimaster in March 2009.

Tomas, what are the advantages, as you see it, in having production in so many places?

– To begin with, that's just what I see – advantages. I see a lot of benefits in the fact that we with our own production are close to our customers. We can optimize our deliveries based on each customer's specific needs, such as lead-time and cost.

– I also dare to say that to many of our customers, in particular those who themselves have a global or at least “multi-market” presence, us being close adds to their confidence. We have this tagline – “Ability to create Simplicity” – and I really feel we do that for our customers.

Today Rimaster Poland, with its two units in Czaplinek and Borne Sulinowo, is by far the largest production site within the Rimaster Group, and both Poland and China continues to grow. What happens to the Swedish production when the expansion takes place abroad?

– First I want to say that we have, and we must have, production based on customer's demands. Anything else is out of the question. We cannot have production in a particular place for historical reasons.

– That said, it is important to stress the fact that the production structure we have today, is what I see that we will have for a foreseeable future. Rimforsa and Söderhamn have primarily development and manufacturing of electrical systems; cabling, cabinets and some electronics while in Horn, we have concentrated our “cabin competence” and other mechanical production. This is an organizational structure that works well and there are no plans – and no reason for – any major changes.

Cont'd:

Tomas Stålnert:

– Development, not decommissioning!

So from a cost standpoint, you can still have e.g. cable manufacturing in both Rimforsa and Söderhamn?

– Yes, absolutely. We constantly try to increase simplicity for our customers, and for many customers, a physical proximity is not only appreciated but sometimes required, especially during development.

– In addition, when it comes to products with a high value of materials in relation to manufacturing man-hours, it works just fine with production at two locations in Sweden.

– Söderhamn and Rimforsa have partly a similar production, where the basic idea is that Rimforsa will serve customers in southern Sweden and Söderhamn in northern Sweden. This is in principal – reality tells a somewhat different story and I am not confident that we should even try to reach further. There are some subtle reasons for the two units working differently, having somewhat different types of customers and different volumes.

Talking about volumes, what are the differences between the various units from a volume perspective?

– It's pretty easy to answer that question. In Sweden we produce mainly small and medium volumes of cabling, often more advanced with variations between batches, living up to the motto "High Mix - Low Volume" that we have been talking about for many years.

– In Ningbo, we have a similar production philosophy as in Sweden, where we for local customers, primarily for lead-time reasons produces quite a few cable harnesses and electrical cabinets, albeit in relatively small volumes. There are exceptions, of course, as we also have some manufacturing in China for customers in Europe, still most of it is delivered to customers in the neighbouring area; mainly Shanghai and Nanjing.

– When we are talking about Poland that is where we have our major volume production, with a more or less tailor-made production system where everything from logistics and preparation to final assembly and deliveries are trimmed and fine-tuned regularly.

– In Poland, we are literally banging the walls now as all floor-space is used to the limit. Hence, we see a need to plan for some sort of physical expansion, which most likely will be some sort of an extension of the existing plant in Czaplinek. Then, we will have even better conditions for a rational high-volume production.

From a production point of view, what challenges do you see Rimaster has to face, short and long term?

– It's really the same challenges, regardless of time horizon. We must continue to develop our production; constantly finding smarter solutions and become even better at living up to customer expectations.

– It's about quality, in deliveries and in production, but also to constantly deepen cooperation with customers in order to find better – smarter – and more cost effective solutions. Going from being a "pure" supplier to more of a partner is always a challenge.

– I see, for instance, that we still have a bit to walk to do better in local sourcing, especially in China. We want to be able to offer customers equivalent solutions mainly for various components at a better price. Here we need to use our trading company, Rimaster Trading, to focus on finding and qualitatively verify components, that despite their "no-name" actually stands the test. Can we convince the major customers' central engineering departments that generics are just as good, there is big money in it to save for them.

Once there were plans, or at least far-fetched ideas, to open additional production in a new geographic area. Talks were about a factory in North America. What are the plans today?

– They are shelved, as there are several reasons now not to plan for production in North America. However, naturally we look all the time on how our customers are moving as we do have a clear ambition to follow our customers. That means we need to have a latent readiness to prepare for production in more places.

– What we see now – but it's still only at the conceptual stage – is a possible need for production in southern Europe or maybe even North Africa, areas where cost still is beneficial while infrastructure is good. From say Marseille or Genoa, shipments can reach customers in central and northern Europe in maybe two, maximum three days.

– Finally, I would like to stress once again that the production organization we have today is tailored to our customer base and therefore, it is here to stay. Any changes, as I see it now, would be achieved through development, not discontinuation. ■

Rimaster Söderhamn



Rimaster Rimforsa



Tomas Stålnert:

扩张和发展，不停止



随着三个生产基地设于瑞典，两个设于波兰，一个设于中国，瑞马斯特拥有了分布式生产组织；把它看成不同方向和不同的前提条件的系统。

Tomas Stålnert是瑞马斯特集团副总，主要负责销售和策略采购，以及协调各种生产相关的问题。他曾工作于‘爱立信’和‘伟创力’，负责高品质和高端制造业，2009年3月，他加入了瑞马斯特。

Tomas, 在你看来在多处有生产基地有什么优势呢？

- 首先，这只是我所看到的优点。事实上，我看到了很多的利益，我们的生产离我们的客户很近。我们可以根据每个客户的具体需求优化我们的交付，如交货时间和成本。

- 我也可以大胆告诉我们许多客户，尤其是那些有一个全球性的或者至少是“多元市场”的客户，我们离他们越来越近了，给了他们更多的信心。我们的宗旨是“创造简约的能力”，我觉得我们切实做到了。

如今瑞马斯特波兰，在Czaplinek和Borne Sulinowo有两个工厂，是迄今为止瑞马斯特集团最大的生产基地，而且波兰和中国的经济正持续增长。当瑞马斯特扩展海外生产力时，瑞典这边的工厂生产力会发生怎样的变化？

- 首先，我想说的是，我们必须根据客户的需求来安排生产。其它都不是问题。我们不能因为历史的原因，局限在特定地方生产。

- 事实上，我们所看到的现有的生产结构有一个可预见的未来是非常重要的。在Rimforsa和Söderhamn这两个地方，我们有主要开发和制造的电气系统，综合布线，机柜和一些电子产品的生产，而在霍恩，我们集中我们的“机舱能力”和其他机械的生产。这是一个组织结构，运作良好，并没有计划和理由 - 做任何重大的变动。

因此，从成本的角度来看，你们仍然可以有，例如Rimforsa和Söderhamn这两个电线制造厂？

- 是的，绝对的。我们不断试着为我们的客户提高简变性，并为许多客户，基本上不仅是偏好，而且有时是一种要求，特别是在发展阶段。

- 此外，当涉及到高价值材料的产品有关的制造工时，在瑞典的两个厂区都是工作得不错。

‘Rimforsa和Söderhamn有部分类似的生产，其基本思想是，Rimforsa将服务于南瑞典的客户，而Söderhamn服务于瑞典北部的客户。原则上是这样，实际与之不太相同，我不确信是否要继续尝试。两个单位工作方式的不同有一些微妙的原因，所拥有的客户和量也不同。

谈到量，各不同类别的量上有什么区别？

- 这是很容易回答的问题。在瑞典，我们主要生产中小订货量的线束，主要优先于批次之间的差异，也就应对了我们的一个口号是“小批量多品种”，我们谈论这个已多年之久。

- 在宁波，我们有着和瑞典类似的生产理念，我们为本地客户，主要为交期原因而生产一些电缆线束和电器柜，数量都比较小。当然也有例外，我们也有一些在中国办厂但出口欧洲的客户，大部分在附近地区，主要是已上海和南京为主。

当我们谈论波兰工厂，在那里有大批量的生产，或多或少是量身定制的生产系统，一切从物流和准备到总装和交付都完全在系统中被设置。

- 在波兰，我们的工厂是很有限的。因此，我们想着去扩展面积，很大可能性将在Czaplinek现有工厂扩建。然后，我们可以满足更大批量生产。

从生产的角度出发，在近期和长远来看，瑞马斯特有什么样的挑战必须要面对，短期和长期？

- 这真是同样的挑战，不管时间跨度。我们必须继续发展我们的生产；不断寻找更智能的解决方案，不辜负客户的期望。

- 这是关于质量，交货和生产的挑战，同时也为了找到更好地与客户合作，做到更智能，提供更低成本高效益的解决方案。从一个“纯粹”的供应商发展成为合作伙伴始终是一个挑战。

- 我明白了，比如，我们的当地化采购还可以做得更好，尤其是在中国。我们希望能够为客户提供更有价格和交期的解决方案，即很多零件国产化采购。在这里，我们需要依靠我们的贸易公司，瑞马斯特贸易，关注于国产化供应链的开发，国产化替代品的测试和使用，以便达到国内国外一样的质量，但是国内采购价格更加低廉的效果，从而节省大量的成本。

曾经有想法在北美开厂，如果计划如何？

由于某些原因北美开厂的计划被搁置了，然而我们已经让我们的客户看到了我们的雄心壮志，这就是意味着我们需要更多的地方来准备我们的生产。

我们所看到的这些计划还处于初级阶段，有可能需要在欧洲南部或者北非，这些地区任然是有利益可图的，而且基础设施也是很不错的。从马赛或热那亚发货到中欧或者北欧的客户，可能需要2~3天的发货时间。

最后，我还想再次强调一下我们如今的生产构造都是为客户量身定制的。就我所知，任何改变都可以通过开发，不停产来实现。



Rimaster Poland:

– Production so that the walls crack...

“As business is booming, staff already works two, or even three and up to four shifts on certain stations and there is a long-term need to expand physically.”

In the two West-Pomeranian cities of Czaplinek and Borne Sulinowo, Rimaster Poland has their production units. As the cities are just about 25 kilometres apart, they function practically as two units of the same site. With more than 330 employees, Rimaster Poland is now by far the largest single production unit.

– From January, I have been constantly busy, Iwona Uszakiewicz, Rimaster Poland’s Managing Director, says.

– My vision is that Rimaster Poland shall be a streamlined, highly efficient part of the Rimaster Group. Having been working here since 2002, being one of the very first employees, I have, I have literally done everything, been in more or less every position, apart from cleaning. However, having that background I see is an advantage. It allows me to let my staff to do their work, as I know they can just perfect.

– I strive not to go too much into details, but sometimes it is difficult, Iwona says.

Iwona defines her role on a day-to-day basis as to coach and support, to look into the business as a whole to continue to find cost improvements through organisational fine-tuning.

– Now, I put a lot of efforts into implementing a lean organisation, Iwona declares firmly.

– For a couple of years, I was quality manager, and I guess that still is part of “me”, having a constant and natural focus on quality and performance, be it in manufacturing, sourcing or deliveries.

– As I know that if the “quality” of an operation is not good enough for your customers today, then it will not improve unless you put a focus on it. We are all responsible for quality, every day in whatever we do, so it is essential we do our best all the time. We need a constant strive to continuously find improvements on a daily basis, Iwona summarizes.

Rimaster Poland has reorganized its business thoroughly over the last few years, aiming to have a much more “flow-efficient” production compared to earlier. A new floor-layout in both units respectively allows for savings a lot of time in e.g. internal transports, and as a side-effect, one has also experienced a higher direct quality by getting less faults. There is now a long-term plan to implement a thoroughly new organisation with a clear focus on looking into the entire company, including logistics, technology, purchase and production.



Iwona Uszakiewicz was one of the very first employees in Rimaster Poland. Now she is site manager and CEO.

– A good friend of mine is one of Poland’s leading “lean experts”, Iwona says, and he has helped me to look into the production with un-biased eyes, which has been very valuable.

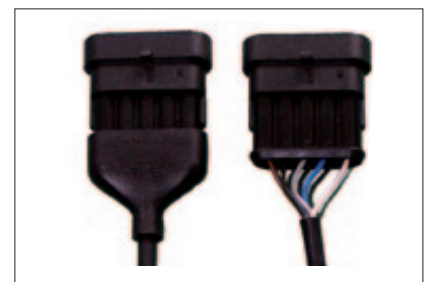
– As Rimaster Poland has two separate production units, one in Czaplinek and one in Borne Sulnowo, it could easily be like a giant logistics puzzle to optimise production, but I dare to say that we now are very happy with today’s solution. As we more or less physically have outgrown our Czaplinek facility, we took a strategic decision to have all machinery, most of our pre-production and our laboratory located to Borne Sulnowo, while finishing and customer deliveries are made from Czaplinek – it is just about 25 kilometres in between.

Rimaster Poland has a firm dedication to be an even more complete supplier in the future. Last year, a plastic moulding

unit was installed and Rimaster is now producing moulded connectors for different customers. To further widen the offering, there is a need to acquire additional machinery, such as another braiding-line, which will be their third. As business is booming, staff already works two, or even three and up to four shifts on certain stations and there is a long-term need to expand physically.

– We just cannot expand only by hiring more people, unless we organize more shifts in more departments. When the day comes for us to e.g. start building cabins – as we have discussed – we need more floor space, and I say we need that now already, Iwona states firmly.

– We have done what we can to physically free floor space, e.g. reorganized the “flow” through both the Czaplinek as well as Borne Sulnowo facilities and we have also made a very strict job-split; determined



Last year a plastic moulding line was installed in Borne Sulnowo and now production is well under way, producing thousands and thousands of weather-tight connectors for various customers.

Piotr Szyrman is Key Account Manager for Rimaster Poland.



what we should do where; in Borne or in Czaplinek to avoid duplication, minimize standstill, unnecessary movements and utilizing our resources, be it staff or machinery, in the most optimized way.

– Now we cannot do more with our current buildings, so we are seriously looking into building an extension to our Czaplinek factory. If I can get a board approval for that, we have discussed various alternatives, where the most interesting more or less will double toady's floor space, Iwona says.

Iwona has a clear ambition to let Rimaster Poland reach the highest level of quality as she sees it as a pre-requisite for long-term success.

– Yes, I dare to say that it has been fruitful to work so hard with quality, be it in deliveries as well as functionality.

– As our motto is “Ability to create simplicity”, keeping promises makes you reliable and having a reliable supplier makes life just easy for the customer.

Asaichi Board

With right now a grand total of about 330 employees, approximately a third are working in Borne and the balance in Czaplinek. For practical reasons administration has been concentrated to Czaplinek, with a site manager and a local engineer in Borne, but the management travel rather frequently between.

– Myself, I am in Borne regularly, Iwona says.

– I guess that is something I carry with me from my days a Q-manager – the constant lookout for things to improve. We have full staff meetings – all staff – every third month and we have also improved and further developed our use of the “Asaichi Board”.

– We started in a small scale to use the “Asaichi Board” methodology for quality improvements some 3-4 years ago. Howe-

ver, when Patrycja Heib this January firmly decided to improve and to increase visualization of the method, we saw some real benefits come along.

Every workday, at 1 pm, representatives from each and every department in Czaplinek and Borne meet in order to discuss any current problem, either if it can be solved immediately or not. All problems – or production and delivery disturbances – are noted on a large board, an “Asaichi Board” which is the term inherited from car manufacturer Toyota.

The ambition is to find solutions, to get rid of e.g. bottlenecks and other disturbances to production, to quality and to deliveries. The purpose of this daily meeting is not – which is very important – trying to find a “who”, a scapegoat, but a “why” to find a “what to do”.

When a problem is reported, the first task is to find out which department is responsible, in order to let the representative from that department then is tasked with identifying the problem, describing it in general terms and finally, to come up with either a solution or, if the problem turns out to be of a major kind, a suggested “quick-fix” to be able to isolate and minimize how it affects other departments. If the problem is “major”, first next “level” is five days.

This system of meetings has been in full operation since beginning of this year.

As the Asaichi Board is placed very visible for each and everyone to see, it has already turned out to be very effective in boosting not only technical quality but also “morale”.



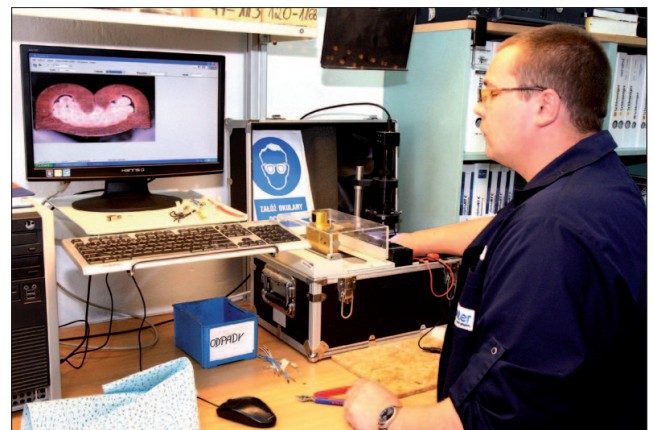
– I see this as a great tool, as everyone's responsibility is highlighted, but primarily as an individual member of a group.

– When working to enhance and develop quality it is never fruitful to try to find who is “guilty” – hence our focus is to find a lasting solution to the benefit of our customer. That is our view of quality development and to us, quality and customer satisfaction comes first, Iwona Uszakiewicz summarizes the current status for Rimaster Poland. ■

Top: Iwona Uszakiewicz and Edyta Szczygłowska, Production Manager in Borne, discuss a cutting result with MakSYMIOUK Andrzej.

Below (left): Patrycja Heib is in charge of the current use and further development of the “Asaichi Board” quality assurance method.

Below (right): Karol Waracki examines samples that are tested routinely to ensure that all machines are calibrated correctly so that connectors and cable lugs are fastened to the correct standards.





Rimaster Poland

— 生产紧张，需要扩展

— 每隔一段时间，我们就有一个紧张的生产，使我们需要轮班工作；两班、三班有时达到四班

瑞马斯特波兰在Czaplinek及Borne Sulinowo两个西部滨海城市投建了生产基地。两个城市相距约25公里，这两个生产基地，属于同一公司但功能不同。迄今为止，瑞马斯特波兰已超过330名员工，是瑞马斯特最大的单一生产基地。

—从1月开始,我就一直不停地忙碌着，瑞马斯特波兰的总经理Iwona Uszakiewicz说。

—我希望瑞马斯特波兰能够成为瑞马斯特集团一个简化、高效的部分。自2002年工作以来，作为瑞马斯特波兰的第一个员工，除了清洁员，几乎所有岗位我都做过了。正是有这种优势，让我知道了我的员工能做什么，因为我知道他们能做得很好。

—我努力不过多地关注细节，但有时还是很难做到，Iwona说。

Iwona认为她的角色就是日常工作的指导和支持者，通过组织调整，深入分析业务，把业务作为一个整体来持续改进，从而降低成本。

—现在，我要花更多的精力去实现精益组织，Iwona坚定地说。

—我做了几年质量经理，我想这仍然是“我工作”的一部分，无论是在制造、采购或交付上，都需要持续地专注质量和效益。

—我知道，如果今天你的客人认为你产品的“质量”不够好，那么产品质量就无法提高，除非你重视它。我们需要对质量负责，无论每天我们做什么，这都是我们做好工作的重点。在日常工作中，我们要不断地努力去发现需要改善的地方，Iwona总结道。

为了比过去更有生产效率，瑞马斯特波兰在过去几年中彻底重组了业务。两个基地的新布局不仅在内部传输中节约了时间，同时也减少了错误，直接提高了产品质量。现在我们有一个长期的计划，要把重点放在整个公司，包括物流、技术、采购和生产上，从而实现一个完全新的组织。

——我的一个好朋友是波兰的“精益专家”之一，Iwona说，他用公正的眼光帮我审核了下生产，这个非常有价值。

——瑞马斯特波兰有两个独立的生产基地，一个在Czaplinek，另一个在Borne Sulinowo，本来对生产来说物流是一个巨大的难题，但现在我敢说今



天的解决方案非常令人满意。当Czaplinek设施或多或少已经无法承受时，我们做了个战略性的决策，把所有的设备、大多数产前物料和实验室都搬到了Borne Sulinowo，而Czaplinek则负责成品制作和交货——两个地方仅相距25公里。

瑞马斯特波兰致力于在将来成为一个更加全面的供应商。去年，一个塑料磨具基地成立了，瑞马斯特要为不同的客户生产模压连接器。为了进一步扩大供应，我们需要增加一台设备，例如一台编织线机，将会成为他们第三台设备。随着生意越来越好，本来两班倒或三班倒的员工在某些情况下也要改成四班倒，而且，从长远看将需要扩展。

——我们不能只靠增加人员来扩大生产，除非我们有更多的部门，有更多的班次。像我们之前讨论过那样，当那天来临时我们将需要等多的空间，是到时候再建吗？我认为我们现在就已经

需要准备了，Iwona坚定地说。

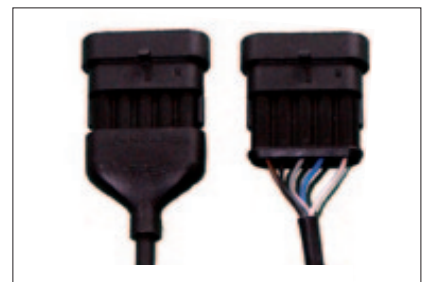
——我们已经腾出了空间，把Czaplinek和Borne Sulinowo的设施都重新安排了一下，我们还严格划分了工作职责；明确了我们该做什么，不管在Borne还是Czaplinek都避免重复，减少呆滞，减少不必要的移动，充分利用我们的资源，无论是员工还是设备，都实现最优化。

——对于现有的建筑我们已无能为力了，所以我们要认真地扩建Czaplinek工厂。我们讨论了多种可选方案，如果能在董事会得到通过，那么最让人感兴趣的可能是厂房扩展为现在的2倍大，Iwona说。

Iwona 有一个明确的目标，就是让瑞马斯特波兰的产品质量达到最高水平，她认为这是未来成功的先决条件。

——是的，我敢说在保证质量的前提下，我们的工作已经卓有成效，不管是就产品交付还是产品功能。

Iwona Uszakiewicz是Rimaster波兰的最早的一批员工，现在她是现场经理和首席执行官。



去年，在伯尼建成塑料成型线，现在生产正在顺利进行，为客户生产成千上万的连接器。

Piotr Szyrman是Rimaster Poland的营销经理。



Iwona Uszakiewicz和EdytaSzczygłowska
— 伯尼的生产经理, 与 Maksymiuk
Andrzej讨论切割的结果。



—我们波兰的一个主要客户是Cargotec, 在Stargard, 离这里不远, 我们现在和他们有着良好的合作关系, 这基于比如我们总是努力恪守承诺。

—我们的宗旨是“创造简约的能力”, 信守承诺使你更可靠, 有一个可靠的供应商使客户更便利。 ■

Asaichi公告栏

我们现在大概有330名员工, 大约三分之一在Borne工作, 和在Czaplinek的员工人数基本保持平衡。我们的行政机构在Czaplinek, 一位网络经理和一位当地的工程师在Borne, 不过管理人员会经常来往于两个厂之间。

—我通常在Borne, Iwona说。

—从做质量经理开始我就随身携带一些东西——不断寻找改善的事情。我们会每三个月召开一次员工大会, 同时, 我们也会利用“Asaichi公告栏”来改善和发展我们自身。

—三四年前, 我们只有少数人用“Asaichi公告栏”来改善质量。但是从今年1月开始, 当Patrycja Heib决定改善这种方式, 使之透明化后, 我们看来了一些真正的利益随之而来。

每个工作日下午1:00, 来自Czaplinek和Borne的每个部门的代表们会见面, 一起讨论现有的问题, 不管这些问题现在是否能够解决。所有问题不管是生产还是交货问题都将公布

到一块大的公告栏上——“Asaichi 公告栏”, 一个从汽车制造厂Toyota那里学到的方式。

目的是为了找到解决方案, 摆脱生产、质量或是交付的瓶颈和其他干扰。这个日常会议的目的不是为了找到一个“人”, 一个替罪羊, 重要的是找到“为什么”, “该做什么”。

报告问题时, 首先是找出哪个部门负责, 然后让部门代表分析问题, 从专业的角度描述问题, 最后想出解决办法。如果问题很大, 那么就建议“快速解决”, 把问题独立开来或是减少对其它部门的影响。如果问题“很大”, 五天后要进一步讨论。

从今年开始, 会议系统已经完全可以操作了。Asaichi公告栏的位置每个人都能看到, 它已经被证明非常有效率, 不仅可以提高技术质量, 还能激励员工士气。

—我认为这是一个非常好的工具, 作为公司的一员, 每个人的职责都很清晰。

—与其去寻找谁是“罪人”, 倒不如重视发展质量, 所以我们应该注重找到一个持续有效的方法去使我们的客户获利。那是我们质量发展的一个想法, 对于我们而言, 质量和客户满意是第一位, Iwona Uszakiewicz总结了目前瑞典马斯特波兰的现状。 ■

Patrycja Heib负责目前使用和未来改进“Asaichi Board”公告板的质量保证方法。



Karol Waracki检查定期测试的样品, 以确保所有的机器都正确校准, 使连接器和电缆接线片按正确的标准固定。



Rimaster Ningbo:

A simple, global proximity...



– We might have had a somewhat slow start, but over the last few years, Rimaster Ningbo has had a tremendous growth in turnover – from 11 MRMB in 2011 to a budget of 43 MRMB 2014. Jonas says.

Jonas Yong Shen is Managing Director for Rimaster Ningbo and has been with the company as from Jan 2011, when Rimaster VP Tomas Stålnert, whom he had been working with in Ericsson in Beijing, persuaded him to join the company.



Rimaster has since 2008 been operational with its own production in China. Strategically located in the city of Ningbo, just some 200 kms south of Shanghai in the business-booming “Yangtze Triangle”, where a lot of high-tech global companies have their Chinese subsidiaries, Rimaster Ningbo is after a somewhat slow start now well established as a supplier to a handful of primarily blue-chip companies like Kone Cranes.

Having built a full production line for harnesses and cabinets, Rimaster Ningbo

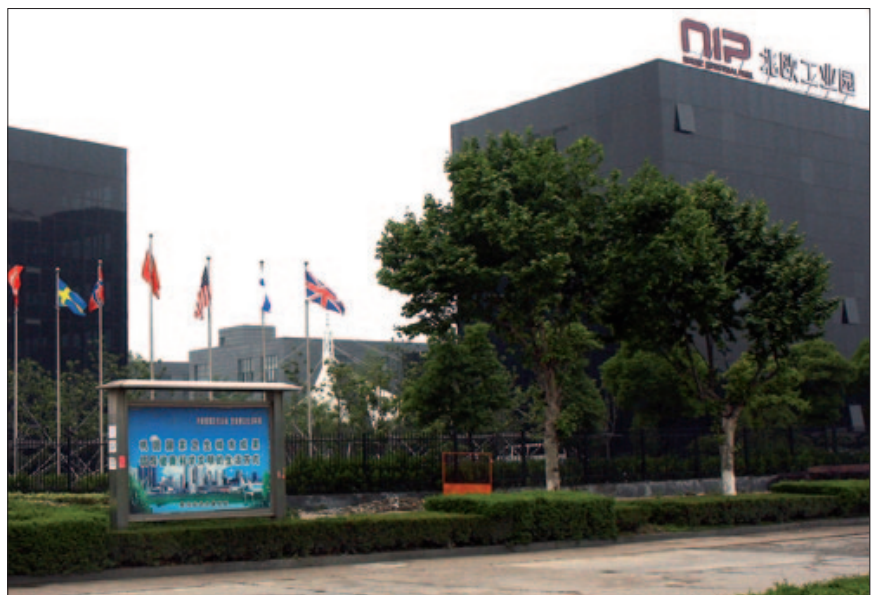
has a hundred employees in their factory in the “Nordic Industrial Park” (NIP), one of the first foreign-owned and operated industrial and business parks in China, since late 2013 belonging to the Chinese YinMao Group.

Situated approx 35-40 minutes from downtown Ningbo, NIP houses about 40 foreign companies, most of them from the Nordic countries (Sweden, Norway, Denmark and Finland), but companies from Australia, Italy and USA are also present. Most companies work primarily with tra-



Jonas Yong Shen is Managing Director for Rimaster Ningbo.

The Nordic Industrial Park, NIP, in the outskirts of Ningbo, is home for about 40 companies, most of them of Scandinavian origin.





Ms Qiong Feng and her colleagues are busy producing wiring harnesses and cabinets for Rimaster Ningbo's customers.

ding, light assembly and mechanical production.

– To me, our over-all focus must be to have satisfied customers, which is a reason why we for the moment are a little less active in searching for new ones, Jonas says.

– Still, we have got a few very interesting prospects, so I see that in a not so distant future we might have say 6-7 prime customers – today we have 4 major and handful extra that we repeatedly do business with albeit in low volumes.

What are your priorities in this selective way of working?

– Being very careful. Starting a new relation with a new major customer will take efforts that might jeopardize the focus on our current ones, Jonas says, which is why we are selective.

How do you achieve that in your everyday work?

– It comes quite natural, as our prime target group is major international companies with a standardized global production where quality is part of their brand.

– Our customers recognize that we offer a higher degree of delivery precision as well as functional quality and I dare to say that at the end of the day, that's what matters to premium brands.

So quality is your real focus area?

– Yes, in order to have satisfied customers is. I dare to say we deliver an overall very good quality, but we cannot rest but have to continuously improve.

– However, there is another area where we have devoted a lot of time and efforts and that is safety, Jonas says.

Safety? What do you mean by that?

– Being safe and secure at work is important to us. Last year, there was a devastating fire in a building next door to us, and even if no one was hurt as far as I know, that was a reminder for us as well.

– We have since then initiated safety training for all our staff, administrators and production staff as well. A fire could be devastating from a personnel as well as a production point of view, so we have regular fire drills with our staff.

We also recently have had a revision of our electrical system, to ensure it meets the highest standards. To further enhance fire prevention, we have also introduced a night watch that physically is here all nights, not only to prevent break-ins but also to be able execute the first fire-fighting in the unlikely event of an mishap.

– We just do not want a fire! Jonas emphasizes.

And what about the long-term future?

– From a competition point of view, it would be beneficiary if we could expand into a wider business scope. We just need to convince our current and potentially new customers that we have both skills and capacity.

– Actually, we have been asked if we could set up a cabin production locally, in order to save costs as well as lead times. I am convinced that will come one day, but in the mean time, we do the trading – the import – of Swedish-made cabins for them and even store them locally.



– Still, it would be beneficiary if we could expand into a wider business scope. We just need to convince our current and potentially new customers that we have both skills and capacity.

– As it expensive to get more floor space here in the Nordic Industrial Park, we will have to look elsewhere for that. We now have 1500 m² and that is what we need now – when we need to expand, that will right now be within current range of products, meaning we can start using staff in 2-shifts, Jonas summarizes.

Rimaster Trading

Steven Ding Shi is Rimaster Ningbo Engineering Manager as well as in charge of Rimaster Trading, which is a specifically set up trading company, intended primarily to enhance local Chinese sourcing for the whole Rimaster Group. Having followed a similar path to Rimaster as Jonas, Steven has with Rimaster Ningbo since Feb 2011.

– I was thrilled to be able to work for a company that has a clear philosophy to work with “High Mix - Low Volume”, as I see small series customer adapted gear such as harnesses and cabinets being the future trend” Steven says.

– In addition, I like to work with Tomas Stålnert whom I know well and having lived in Beijing, I also see that the greater Shanghai region, where Ningbo is a part, is an economic booming area.

Rimaster Ningbo has from the beginning focused on offering local customers Rimaster’s global competence, yet with the proximity of being “just ‘round the corner”. How does that affect production in Ningbo?

–To the customer, there must be a seamless connection, meaning that he deals all



Steven Ding Shi, Engineering Manager and in charge of Rimaster Trading.

the time with the Rimaster Group, yet his deliveries normally come from within driving distance, says Steven.

– This gives us the unique ability to be highly adaptive, in reality living up to our offering “High Mix – Low Volume” that we are very proud of.

Rimaster Ningbo is primarily a production unit, but has to a certain extent also the ability to support with engineering and tailor-made solutions.

– We are not yet a volume producer, as we do not have the production organisation for that. Our business idea is to offer a “High Mix – Low Volume” production to care for our local customer’s needs.

– As we now have an entirely local team, we can deal locally with our local customers, something we see have improved our relations with them, as we not only speak the same language, we share the same culture.

Still, despite we are rather independent, we have the great support from the rest of the Rimaster Group which is good from many aspects; financially, technically and branding.

In 2012, Rimaster organized a new company within its Chinese business; Rimaster Trading Co. Steven Ding Shi is manager for the trading business.

What are the proceedings of Rimaster Trading?

– So far, Trading is still in its start-up phase, meaning that even if we already are doing business, we are in general still working on identifying potential local suppliers, for our own production as well as for the whole Rimaster Group.

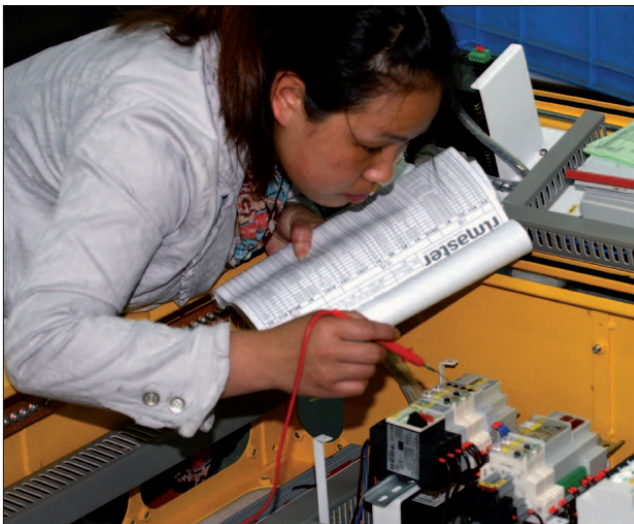
– In parallel, we are sort of struggling with some our customers to have them accept a “new component” from a lesser known manufacturer, a component that offers the same or maybe even better performance for a better price, Steven says.

– Sometimes a rather strict specification prevents this, meaning that a new design must be formally approved, which may take a lot of time. For single components, some companies will not even bother. There, we still have a long way to go.

How come? It sounds like a “win-win” situation.

– Well, sometimes the customer might have had a bad experience previously with locally purchased components, sometimes a rather strict specification prevents a change, meaning that a new design must be formally approved, which may take a lot of time, Steven says.

– For single components, some companies will not even bother. There, we still have a long way to go, to tackle that challenge, Steven Ding Shi concludes. ■



Every cabinet is tested by Ms Lifan Cai and her colleagues.

一个简单的，全球接近...



我们可能起步比较慢，但从前几年看来，从2011年1100万到2014年的4300万的收入，瑞马斯特宁波在销售总额上已有很大的进步，沈勇说。

沈勇是瑞马斯特宁波的总经理，他从2011年1月就加入公司了，当时是曾经与他在索尼爱立信北京一起工作过的瑞马斯特副总Tomas Stålnert说服他加入公司的。



瑞马斯特自从2008年在中国设立公司有了运营和生产。坐落于宁波，地处处于蓬勃发展的“长江三角洲”地区，距离上海200公里，交通便利。全球许多高科技的公司在中国都有子公司，瑞马斯特宁波虽然起步比较晚，但是现在和我们的客户 Kone Cranes都建立了良好的供应关系。

瑞马斯特宁波拥有完整的线束生产线和控制柜生产线，坐落在北欧工业园区的宁波公司已拥有约百名员工。“北欧工业园区”（NIP）是中国第一家外商投资的工业园区，但是从2013年年

底开始已转让给中国的银茂集团。NIP距离宁波市区约35~40分钟，拥有近40多家公司，它们大多数都来自北欧国家（瑞典，挪威，丹麦，芬兰），但也有来自澳大利亚，意大利、美国。大部分公司是以贸易为主，做些少量的装配和生产加工。

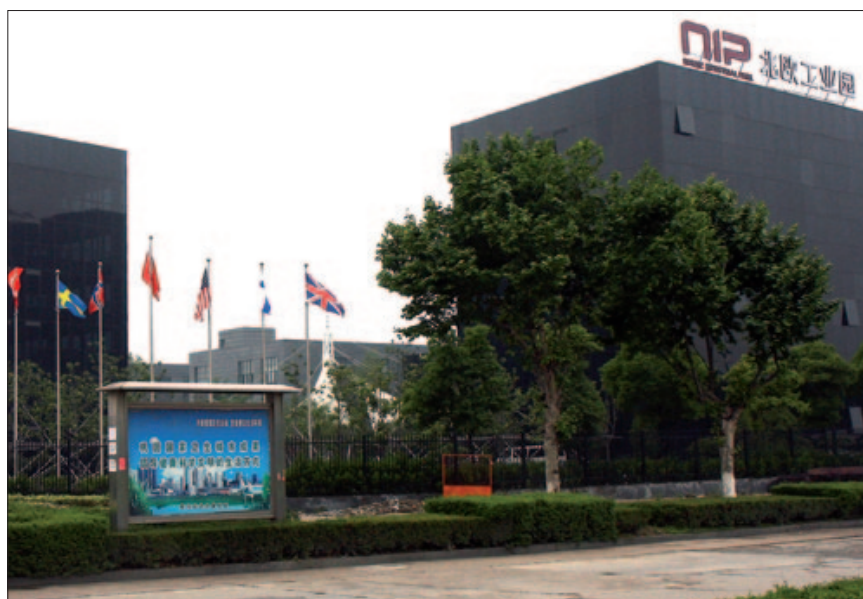
- 对于我来说，我们的重点是要满足客户需求，这也是我们现在寻找新客户活动些许不活跃的原因，沈勇说。

- 不过，我们现在已经看到了一些美好的前景，尽管我们现在只有4个大客户和一些小批量生产的客户，但在



Jonas Yong是Rimaster宁波总经理。

北欧工业园区，NIP，在宁波的郊区，常驻约40家公司，其中大多数斯堪的纳维亚血统。





冯琼女士和她的同事们在忙着为瑞马斯特宁波的客户生产线束及控制柜。

不久的将来，我们可能有6~7个主要客户。

在选择工作上面，您有没有分先后顺序？

— 我们非常谨慎。和新的大客户开始合作的话需要花费很多精力，这样可能会影响到我们对现有的客户的关注，沈勇说，所以这也是为什么我们在选择客户时比较有选择性。

在日常工作中如何达到目标？

— 这是自然的，因为我们主要的目标是国际化的大公司，它们拥有标准化的生产，质量是他们品牌的一部分。

— 我们的客户认可了我们提供的高品质的产品，我敢说最终这才关系到优质品牌。

所以，质量是你真正关注的领域？

— 是的，为了满足客户的需要，我敢说我提供的是高品质，但是我们不能

满足于现状，我必须做得更好。

— 另外，我们还花费了很多时间和精力致力于另外一个领域，那就是安全，沈勇说。

安全？这是什么意思？

— 工作中，安全保障是非常重要的。去年，我们附近的一家工厂发生了一起火灾，即使没有人员伤亡，但这对我们来说是一个警钟。

— 从那以后，我们便给所有员工，包括管理人员和生产人员，都进行安全培训。一场大火可能是由个人原因引起的，所以公司会给员工定期安排消防演习。日常我们也会对公司的电器系统进行定期检查，以确保设施符合最高标准。对于将来加强火灾防范，— 我们已经安装了夜间监控，不仅可以防盗，也可以防止火灾的发生并及时地控制。我们就是不想有任何的火灾事故。沈勇强调道。

长期的打算如何？

— 从一个竞争角度来看，如果我们能扩展更广的市场范围，那么我们就更能从中获利。我们必须说服我们现有的及有发展潜质的客户，让他们相信我们既有技能也有实力。

— 事实上，我们已经被问到是否可以在本地生产驾驶室的问题，这样既可以节约成本，也可以缩短打样时间。我确信有一天，我们会生产并出口驾驶室到瑞典，甚至将它们储存在本地。

— 如果我们能扩展更广的市场范围，那么我们就更能从中获利。我们必须说服我们现有的及有发展潜质的客户，让他们相信我们既有技能也有实力。北欧工业园的租金很贵，如果需要扩大面积，我们则需要另寻厂房。我们现在的厂房是1500平米，如果我们需要扩大生产，在现在产品的范围内，我们则需要员工两班倒。



施丁是瑞马斯特工程部经理，同时也是瑞马斯特贸易公司的总经理。瑞马斯特集团为了加强中国本地采购，专门成立了瑞马斯特贸易公司。类似沈勇的方式，施丁于2011年2月也加入了瑞马斯特宁波。

- 瑞马斯特从事“小批量多品种”生产，我非常高兴能在这样一家理念清晰的公司工作。据我所见，做线束和控制柜的很多客户都需要这种模式，这是将来的一种趋势，施丁说道。

- 此外，我喜欢和Tomas Stålnert一起工作，我们一直在北京生活过，我很了解他。同时我也很看到了上海的快速发展，而宁波也将会成为一个经济蓬勃发展的区域。

瑞马斯特宁波从开始都只关注本地客户的供应，而这些客户只是“冰山一角”。这对瑞马斯特宁波的生产有什么影响吗？

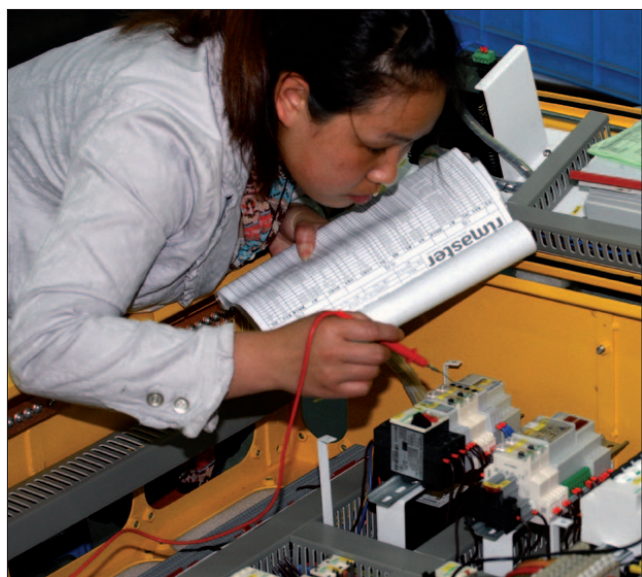
- 对于客户，我们必须紧密沟通，客户会一直和瑞马斯特集团联系，但是他们的交货会有区域限制，施丁说。

- “小批量多品种”的生产给我们带来了不同寻常的能力，使我们具有高度适应性，这让我们倍感自豪。

瑞马斯特宁波主要是一个生产基地，但是在某种程度上也有能给予工程支持并提出量身定做的方案。

- 我们不在是批量生产者，我们的商业理念是提供“小批量多品种”的生产来迎合我们本地客户的需求。

- 我们现在有一个完整的本地团队，我们可以处理好本地



客户的一些需求，我们不仅有相同的语言，还有同样的文化，这些都有利于提升我们的合同关系。尽管我们独立，但是我们有瑞马斯特集团强大的支持，从很多方面都很有优势，包括财务、技术及品牌。

2012年，瑞马斯特成立了新公司，开始发展中国业务，即瑞马斯特贸易。施丁被



施丁，工程经理兼瑞马斯特贸易总经理

瑞马斯特贸易的进程是怎么样了？

- 目前为止，贸易公司仍在起步阶段，即便我们已经有了业务往来，我们仍在考核潜在的当地供应商，不仅是为了我们自己的生产，也是为了整个瑞马斯特集团。

一些客户需求的零件可能是难找的或者是不知名的国际品牌，难以采购，但是我们会尽我们所能，协助采购到国内类似且低价的替代品，施丁说。

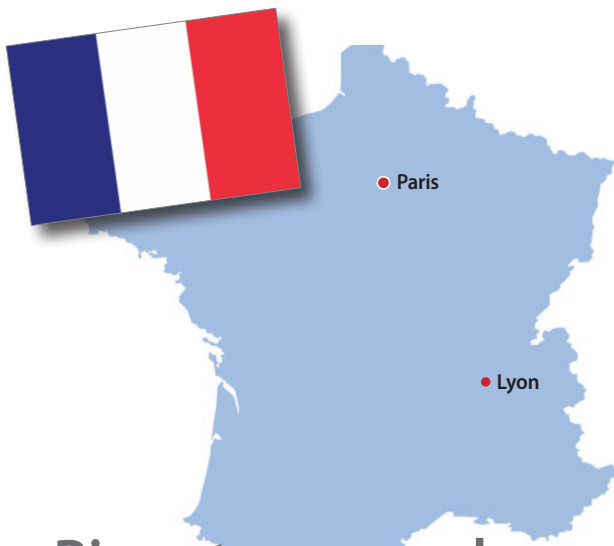
- 有时候更需要严格的规格来防止这些发生，一个新的设计需要正式确认，可能需要一些时间。对于简单的零件来说，一些公司不会来麻烦我们，所以在这些方面，我们仍然有很长的路要走。

为什么？听起来是双赢的状况。

- 有时候客户之前可能在当地采购了些不好的零部件，有时候有些零部件要求严格，无法改变，所以一个新的设计必须正式确认，这可能会花费很多时间，施丁说。

- 对于简单的零件来说，一些公司不会来麻烦我们，所以在这些方面，我们仍然有很长的路要走。 ■

每个控制柜都经过蔡丽芬和她的同事们的测试。



Rimaster expands: – *Bienvenue, France!*

This spring, Rimaster opened an office in Lyon, France. The new office is a strategic move in Rimaster's continued build-up of a global presence. It will serve current customers in France, as well as targeting new customers in the region.

Mr. Julien Fambrini, who has a vast sales and engineering background in connectors and electronics manufacturing, a key area for the Rimaster Group, has been appointed manager for Rimaster France and head of the new office.

– In front of customers I can clearly feel they have an interest where our global structure and capabilities going far beyond simple harnessing, is a clear advantage, Julien Fambrini says.

– The Rimaster Group of companies has the perfect profile to become a very interesting partner for OEMs in various business areas. Rimaster is not just subcontractor, but also a partner in qualified design and development, and I see there are many companies here in France that we can serve, thus establishing a win-win relation.

– Already this spring, I have met with quite a few prospective customers and I see there are numerous openings for the whole of the Rimaster Group, be it cable harnesses, cabinets or other manufacturing support for OEMs. One company in particular has already prepared a supplier audit, meaning that we are rather close to the next step, which I see is formal contract negotiations.

– In addition, there are of course also French branches of global companies that Rimaster already works with that would be “natural” partners for the future as well as maybe some manufacturers of Special Vehicles in areas where Rimaster traditionally not has been active, Julien Fambrini states.

– For Rimaster in general, the new office is a natural landmark step, in line with the decision to open a sales and customer liaison office in Belgium in 2010. Rimaster is a global company and need to be where our customers are, Jan-Olof Andersson, President and CEO of the Rimaster Group, adds.

– With an excellent manufacturing organisation, having our own production units in Poland, Sweden and China, we open this office to be able to be even better serve our customers in what we see is a very interesting and expansive region.

– We simply see this as a natural step towards a seamless customer service, Jan-Olof Andersson summarizes. ■



Julien Fambrini

Rimaster扩展: 欢迎法国!

今年春天，瑞马斯特在法国里昂开设了一家办事处。新办公室的搬迁是瑞马斯特全球性的战略举措。它将为目前的法国客户服务，以及在该地区开发新客户。在连接器和电子产品制造领域有广阔销售和工程背景的Julien Fambrini先生，是瑞马斯特集团的关键，他已被任命为瑞马斯特法国新办事处的负责人。

– 在客户面前我能明显感觉到他们对我们全球化的结构和能力的兴趣远远超出了简单的线束制作，这是一个明显的优势，Julien Fambrini说。

– 瑞马斯特集团有美好的形象，在各个业务领域的OEM市场，瑞马斯特是一个非常有趣的伙伴。瑞马斯特不只是分包商，而且也是合格的设计伙伴和开发伙伴。我看到了在法国，有很多公司我们可以服务，从而建立双赢关系。

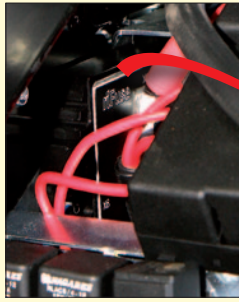
– 今年春天，我已经拜访了不少潜在客户，我看到瑞马斯特集团有无数商机，无论是电缆线束方面，还是开关柜或用于其他OEM厂商的制造支持方面。一家公司已经准备了供应商审核，这意味着我们相当接近下一个步骤，这是正式合同的谈判，Julien Fambrini说。

– 此外，瑞马斯特的法国分公司将会在瑞马斯特历史上从未活跃过的领域和“自然”伙伴及一些特种车制造商合作。

对于瑞马斯特在一般情况下而言，新的办公室是一个自然的具有里程碑意义的一步，与2010年在比利时开设销售和客户联络办公室的决定一致。

– 瑞马斯特是一家全球性的公司，必须随时随地为我们客户服务。凭借优良的制造组织，在波兰、瑞典和中国已经拥有了自己的生产基地，我们成立这个办公室是希望能够更好地为客户服务，在我们看来，这是一个非常有趣和广阔的区域。我们只是认为这是实现为客户服务很自然的一步，瑞马斯特集团总裁兼首席执行官Jan-Olof Andersson总结道 ■

Rimaster jokes in their marketing, saying that you can forget where you put your riFuse modules. "Lost" is it probably not by Malwa's designers, but as one of the two sits on the bulkhead, the other is "... somewhere in the cab, I think," as Magnus Wallin, CEO of Malwa says. An interview with Magnus Wallin will come in the next "Riview".



Rimaster在营销中开玩笑说他们可能忘记了把自己的riFuse模块放哪里了。“迷失”可能不是Malwa所设计的，但是两个其中的一个坐在舱壁和其他的.....在驾驶室的某处，我想，Magnus Wallin，Malwa的CEO说道。有关Magnus Wallin的采访将在下期Riview中。



riFuse – *already in service!*

It is only a little less than two years ago since Rimaster presented the first ideas on what today is riFuse, Rimaster's new digital Power Distribution Unit, PDU. Already this spring it is in commercial use, its first application being the new generation forest forwarder Malwa 560.

– We are happy to state that we have experienced a very good cooperation with Malwa, not only regarding riFuse, says Ulf Almén at Rimaster Development, who is project manager for riFuse.

The first batch of the first series modules has now been in operation for a while. For the near future, Rimaster's focus will be on deliveries, avoiding changes and alterations so that commercial deliveries will allow for some "pay-back" of the quite substantial development cost.

– We have seen great interest in riFuse in several areas of special machines, says Ulf, but to optimize riFuse, it's not just as simple as "deliver and install".

– Even though riFuse in general is a generic PDU-module, the whole system should be adapted to the new technology in order obtain best performance. This customization is often preferably done when the rest of the machine is being updated in some way, say when a new engine is selected.

Business-wise, riFuse is now being launched on several markets where Rimaster see a good future potential use. This includes France, where Rimaster's new country manager Julien Fambrini already has begun marketing riFuse.

All modules are manufactured in batches at Rimaster's factory in Söderhamn with the clear ambition that a customer should never have to wait for deliveries.

– We see that the future of riFuse will continue to be here in Söderhamn, both in terms of further development as well as of manufacture, says Ulf Almén.

– From a development point of view, we see that the current generation will continue to be manufactured unchanged, but later we can anticipate both variants of the baseline version as well as whole new generations.

An example of this is a version that governs the new generation electric sliding door in our new cabin, Ag-riCab. It would be difficult to supervise that function unless riFuse had not been available. In addition, we see several other possible electric motor applications.

– The ambition is that riFuse in all installations shall work as a full-fledged PDU, Power Distribution Unit, and as we see that several electric panel modules using a similar concept that riFuse are being launched on the market, I think it is obvious that we are on the right track.

– The market is clearly ready for this type of product, and we are now on the cutting edge with riFuse, Ulf Almén concludes. ■

riFuse - 已经在服务

从瑞马斯特展示了rifuse的想法不到两年的时间，瑞马斯特的新数字电源分配单元，PDU已经在今天春天投入商业用途，它的第一个应用就是用于新一代的森林搬运Malwa 560。

我们很高兴地指出，我们已经与Malwa建立了很好的合作，不仅关于riFuse，Ulf Almén说，Rimaster研发公司，iFuse的项目经理。

第一批第一系列模块现在已经运行了一段时间。在不久的将来，Rimaster的重点将是交付，避免变化和改变，使商业交付能补偿基本的研发费用。

– 我们在一些特种机器上看到riFuse很大的价值，Ulf说，但优化riFuse不只是简单的“交付和安装”。

– 即使riFuse总的说来是一个PDU模块，整个系统也要调整适应新的技术，以获得最佳性能。这种定制通常要在机器的其余部分被以某种方式更新后完成，例如当选择了新的发动机。

商业的角度来看，riFuse目前在几个市场上投入，这些市场Rimaster认为有未来的潜在用途。包括法国，在那里Rimaster的新的区域经理Julien Fambrini已经开始销售riFuse。

所有模块都分批在Rimaster在瑟德港的工厂生产，清晰的目标是客户永远不用等待交付。

– 我们看到，riFuse未来将继续在瑟德港，无论是研发还是生产，Ulf Almén说。

– 从发展的角度，我们可以看到，目前这一代将继续制造不变的产品，但接下来我们可以预见的基线版本和全新一代的变化。这样的例子是控制我们新驾驶室，Ag-riCab上新一代电动滑动门的应用。如果没有riFuse，将很难监督的这项功能。此外，我们看到其他几个可能的电机应用。

– 所有riFuse的安装，应当作为一个成熟的PDU，电源分配单元工作，因为我们看到，一些电气板模块使用了与riFuse类似的概念正在市场上推出，我觉得很明显我们是在正确的轨道。市场显然已为这种类型的产品成熟，并且我们现在是与riFuse站在时代的尖端，Ulf Almén总结。 ■

15 June 2014
First prototype
ready for field tests

Ag-riCab today:

First prototype is finished!

Early last year, Ag-riCab, Rimaster's generic, standardized cab for primarily farming "special vehicles" was unveiled. Later in last autumn, work on the first prototypes began with the intention to have a working cab fitted to a vehicle for field tests. The plan was viable, and by mid-June 2014, the first prototype/pre-series cabin was ready for field testing.

Bart Lowette, you are project manager for Rimaster's Ag-riCab – where are you now?

– We are doing good progress with the first prototype, and we anticipate it will be ready for a second audit by the customer by end of June. It will then be delivered to one of the Agri-Group members; to be installed on a machine where after it will begin field tests later this summer.

– The second prototype, which will be retained for "showroom" use, will then be finished at our cab development centre in Horn, some 300 kms south of Stockholm.

Will there be a third working prototype?

– Not necessarily. We did actually build a third frame that we keep as a back-up and for engineering. This frame can easily be finished into a fully functional cab. Should we get a quick response to the launch of our new cab, we can then arrange for a rapid delivery of the first cab.

So, where are you according to the original time frame?

– One could argue for us being a bit behind schedule, but I disagree. We are actually more or less on time, when you take into account that we decided to integrate some of the customer's comments and suggestions already in the first prototype to make it better suited for full scale testing. So, one could say that the first prototype is more of a "pre-series" cab.

– So the somewhat postponed release of the first prototype is a result of our ambition to deliver Ag-riCab in a fully finished state; as the first modular, really customer oriented, special vehicle cab. Our first functional prototype is a "customer oriented prototype", this reflects our flexibility, and modularity, even during prototype stage.

Earlier there was a mention of an "Ag-riCab Group" to actively support Rimaster by giving feedback and users experience input during the development stage. What has happened to that group?

– The "Ag-riCab Group" is still vital and we have had a very active and, I would say, valuable support and help from the companies in that group. It has been great to see how companies that target more or less the same segment (special vehicles for agricultural use) are so open to share knowledge and user-experience in these group sessions

– This input has helped us a lot during development and prototype stage, to push Ag-RiCab to a higher "user-friendly" level.

From a marketing point of view, how are sales of Ag-riCab proceeding?

– Marketing works fine, as even though we have not so far actively "sold" the cab, word is spreading and we have got a few, very serious, requests for information and even quotes.

The two first Ag-riCab prototypes in final assembly at Rimaster Cab Centre in Horn, some 300 kms south of Stockholm





– I expect the first public presentation of the cab will boost sales. This “launch” will probably take place in late summer or early autumn, as the summer period usually is a difficult period to organise such an event.

– In general, I think “Ag-riCab” is just the right product for the targeted market, and I am confident that when the results of the first “field tests” prove to be positive, orders will follow.

If you compare the first ideas and sketches with the first prototype – or pre-series cab – what differences do you see? Are there already any known major alterations for the series cab compared to the prototype version?

– Well, the production cab at least will be 90% like the prototype, but of course, there will be an attention to details like overall finish et cetera.

One asset we are extra proud of is our new door, the “riMove” door, which brings some fresh thinking “outside the box” into agriculture equipment.

We have added extra comfort to getting in and out of cabs, that most of the time are placed high and not so easy to reach on the targeted types of machines; e.g. harvesters and sprayers).

– Furthermore, important will of course be the “field-test” period that will give us feedback on reliability, functionality and overall layout.

The outcome of this field test will most likely result in alterations that will be translated into the series production.

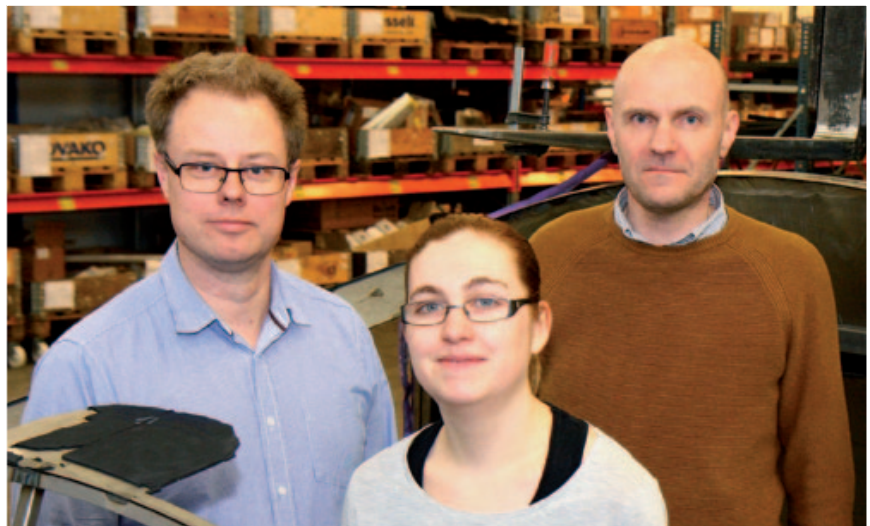
So, what is the next logical “step” in the future development of Ag-riCab?

– Oh, we have plenty of ideas, and some of them – again – stemming from the dedicated support we have got from our partners in the reference group. I believe that one next step in development, Ag-riCab related, might be a “modular console” and a “modular accessories bar”. We get a lot of questions for such a console. We are already developing separately an accessories bar, where one can mount say LCD screens and electronics, which quite natural could be further developed into a “modular bar”.

– Development in the future will be handled as we have done so far in this project – customer oriented with flexibility and modularity as key-words. These are values we want to add to our “ri-products”. ■

Bart Lowette supervises the outer top shell (“canopy”) being fixed to the first prototype by Jimmy Board and a colleague.

The Ag-riCab Project Team: Anders Jonliden, CEO Rimaster Development, Karin Hierton, Design Manager and Bart Lowette, Project Manager. Ulf Almén, Rimaster Development, is missing in the picture.



2014年6月15日第
一架原型机准备进
行实地测试

Ag-riCab今日： 第一架原型机完成。

去年年初，瑞马斯特为大多数农业“特种车”生产的通用的、标准化的驾驶室Ag-riCab揭幕。后来在去年秋天，试图在第一个原型的基础上安装工作舱进行实地测试工作。

Bart Lowette，您是Rimaster's Ag-riCab的项目经理，请问现在进展到哪里了？

- 第一个原型进展地非常顺利，我们预计6月底客人第二次审核前会完成。它会交给Ag-ri-Group的员工去安装设备，然后在今年夏天的下旬可以开始测试。

- 第二个原型将会保留在“展厅”使用，随后将在我们位于非洲之角——斯德哥尔摩以南大约300公里的驾驶室开发中心完成。

会有第三个原型吗？

- 没有这必要。我们确实做了第三个框架来做工程后备。这个框架很容易做成一个功能性的驾驶室。我们最好能够快点得到回应推出我们新的驾驶室，然后我们就可以快速交付的第一个驾驶室。

那么，你们是怎样按照原来的时间表操作的？

- 有人可能会说我们是有点落后于时间表，但我不同意。我们或多或少还是准时的，当你考虑的时候，我们已经决定整合一些客户的意见和建议在第一台样机上，使之更适合于全面测试。因此，可以说，第一架原型机更像是一种“预系列”驾驶室。

- 所以，某种意义上延迟发布是因为第一个原型，我们希望Ag-riCab能够全面完成，并把它作为第一个模块化的，真正以客户为导向的特种车辆驾驶室。我们的第一个功能性的原型是“以客户为导向的原型”，这反映了我们的灵活性和模块化，即使在原型阶段。

此前值得一提的是“Ag-riCab小组”，积极支持瑞马斯特，在开发阶段积极给予反馈和用户体验。那组怎么样了？

- “Ag-riCab小组”仍然是至关重要，从那个小组里，公司得到了非常活跃、宝贵的支持和帮助。非常高兴公司的目标（农用特种车）或多或少是相同的，“Ag-riCab小组”很开放，在小组会议上他们会分享知识及用户体验。

- 这些反馈和用户体验在原型开发阶段帮了我们不少，促使Ag-RiCab更“人性化”。

最先的两个Ag-riCab原型在Horn的Rimaster Cab中心进行最后组装，位于斯德哥尔摩南部约300公里。





从市场角度看，Ag-riCab销售如何？

— 市场销售良好 - 尽管至今为止我们没有积极地“卖”的驾驶室，但消息已经传播开了，我们也得到了些许非常严谨的信息和询价。

— 我希望关于驾驶室的首次公开演讲能够促进销售。这种“推出”可能在夏末或秋初，因为夏季通常是举办这种活动的艰难时期。

— 通常，我认为“Ag-riCab”是目标市场恰如其分的产品，并且我相信，当第一次“实地测试”的结果乐观的话，订单将会随之而来。

如果你把第一个想法和草图与第一架原型机作比较 - 或预先系列驾驶室 - 你会看到有什么不同？相比原型版本，你知道系列驾驶室有什么重大改变吗？

— 生产的驾驶室至少有90%像原型，当然，我们会像注重整体一样去关注细节。其中一个令我们格外自豪的是我们的新门，“riMove”门，它是一种新的设计，摆脱了“条条框框”的农业设备。进出驾驶室时我们会额外舒适，不像一般设备（例如各种喷雾机、收割机）的门很高，不好触及。

— 此外，重要的是“实地测试”期间，它会在可靠性，功能和整体布局上给我们反馈。现场测试的结果很有可能改变被翻译成系列生产。

所以，Bart，Ag-riCab将来开发的下一

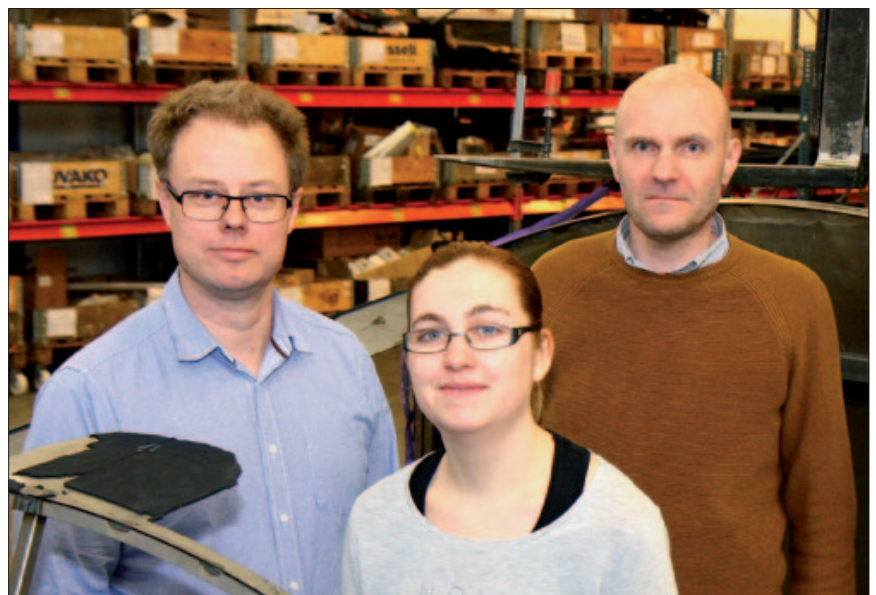
个“阶段”是什么？

— 我们有很多的想法，其中一些是我们合作伙伴的鼎力支持产生的。我相信Ag-riCab相关开发的下一个阶段可能是一个“模块化控制台”和“模块化附件栏”。对于这样的控制台，我们得到了很多问题。我们已经开发了单独的配件条，可以说是安装了液晶显示屏和电子，很显然，这可能进一步发展为“模块化”..

— 将来的开发会按我们现在做的这个项目来操作——以客户为导向，把灵活和模块化作为关键。这些是我们想要增加给瑞典马斯特产品的附加值。 ■

Bart Lowette监督外顶壳（“华盖”）由Jimmy Board和同事被固定在第一个原型。

Ag-riCab项目团队：Anders Jonliden, CEO Rimaster Development, Karin Hierton, 设计经理and Bart Lowette, 项目经理 Ulf Alm é n, Rimaster Development, 不在照片上。





An excellent relationship

Tomas Stålnert, vice president, and Andras Kronström, Key Account Manager, proudly displays the two prestigious awards, "Certified Supplier" and "Achievement of the Year", which Rimaster received by the customer Väderstadsverken.

一个良好的关系

副总Tomas Stålnert和首席财务经理Andreas Kronström自豪地宣布了两个从客户Väderstadsverken那里得到的荣誉“合格供应商”和“年度成就”。



Rimaster is observed for Good Corporate Citizenship

This spring, Rimaster's ambitious program to create jobs for young people, was highlighted in the annual report published by Swedbank, one of the leading banks in northern Europe. Pernilla Norman, Rimaster's CFO, was interviewed about the program.

瑞马斯特被认为是良好的企业公民

北欧一家瑞典银行在年度报告中发表了一篇今年春季，瑞马斯特为年轻人创造工作的雄心计划。



Söderhamn:

More space to better serve the customers!

Now the warehouse expansion at Rimaster's Söderhamn facilities is finished, with the internal re-organization completed. Included in the new building are a purpose-built space for braiding, a functional parking and charging station for the warehouse forklift and a weather-protected cargo and warehouse space. A total of approximately two million SEK has been invested by the property owner Regenten Fastighets AB in the 165 m2 extension.

Söderhamn:有更多的空间为客户提供服务!

Söderhamn的仓库设备的扩张已经完成，同时内部重组也已完成。包括新的大楼专门建了编织房，功能性停车场、仓储叉车充电站、防潮货物堆放和仓储空间。Regenten Fastighets AB总共投资了约200万瑞典克朗扩建165平米。