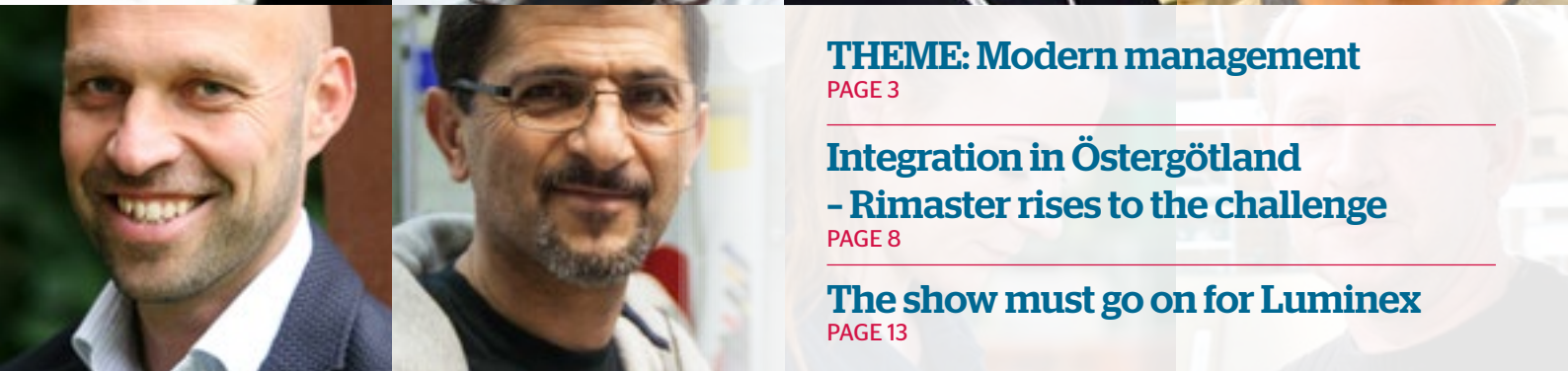
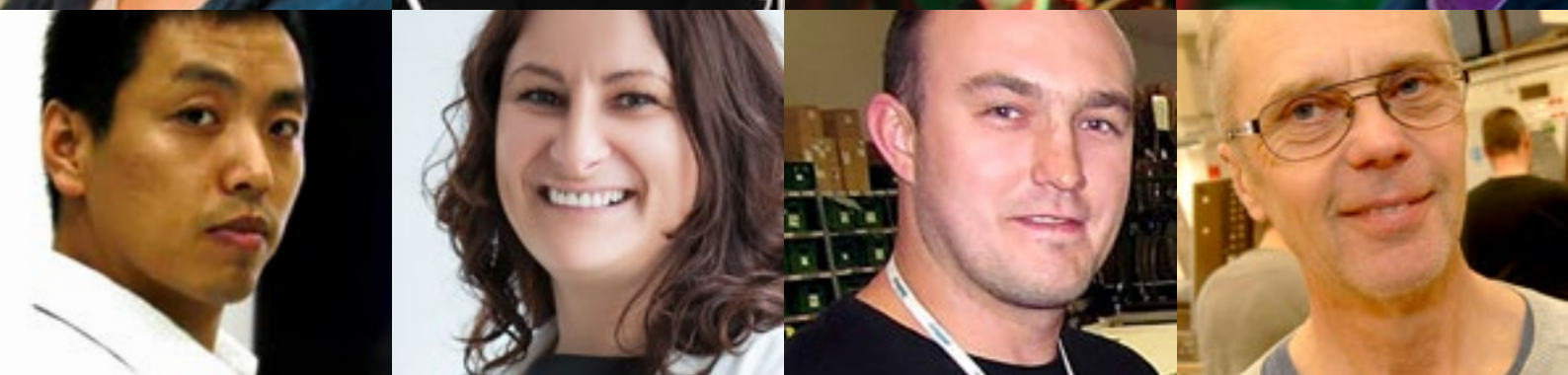




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# ri·view

Welcome to our world of SIMPLICITY



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# Learning in an expansive organization

Rimaster continues to expand. This is now clear to be seen on all markets: Sweden, Poland, Belgium, Germany, France, China, and others. Rimaster's growth rate is a clear sign that we are headed in the right direction, and shows that we have succeeded in adapting to this fast-changing marketplace.

During our expansion we have also succeeded in maintaining stable earnings, which is always a challenge during periods of rapid growth. This stability is important to us, our customers, and suppliers.

Rimaster's ability to adapt to the market was not automatic. The researchers at Helix are among those who have studied Rimaster's means of working and developing up close and over a long period (see interview with Andreas Wallo). Their research has had an inarguable impact on Rimaster's way of thinking—our drive to be a learning organization. Continual learning in the organization bears fruit in our ability to expand, continuously renew our offers to customers, and broaden our service.

A clear example of this is the new molding process that was developed to respond to customer requests, which we will be covering in this issue. Demand for molding is continuing to grow as a result of greater requirements to withstand harsh environments.

Our customers appreciate that we have the ability to meet and stay abreast of their needs. We often receive confirmation that this is the case and I am just as pleased every time. One example is the customer OilQuick, who is featured in this issue.

The integration project that has started at Rimaster in Rimforsa is yet another example of our ability to develop while also upholding social responsibility. In the Östergötland region we currently see a very low level of unemployment among native-born residents. As a company it is therefore very important that we are able to integrate newcomers, who add a significant component to the workforce. It will be very interesting to follow the development of these individuals and the contributions they make to the development of our organization over time.

But none of this would have been possible without the collaboration of our customers and suppliers. We see ourselves as the centerpiece in a chain where cooperation needs to function smoothly in both directions. This can be achieved through mutual communication where we all listen and learn from one another and where our ability to adapt to an ever-changing world is a determining factor for success. ♦♦♦

*Tomas Stålnert*  
CEO, Rimaster Group



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### 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, whose origins and head office are in Rimforsa in Sweden.

Rimaster today employs more than 750 people across seven companies around the world. We have organizations for sales, design, development and production in Sweden, Poland, Belgium, France, Germany, and China.

Welcome to our world of Simplicity.

Rimaster AB  
Industrivägen 14  
SE-590 44 RIMFORSA  
+46 494 795 00  
info@rimaster.com  
www.rimaster.com

PUBLISHER  
Tomas Stålnert, tst@rimaster.com

Production: Effect Reklambyrå  
Pictures: Hans Gustafsson, Effect Reklambyrå,  
unless otherwise stated.



A close-up portrait of a man with a beard and short hair, smiling and looking slightly to the left. He is wearing a dark blue jacket over a plaid shirt. The background is a blurred outdoor scene with green and yellow foliage.

# Modern management

*Andreas Wallo,  
researcher at Helix*

**What exactly is it that makes Rimaster able to adapt to the market and drive its processes forward? The research center Helix has been following the company for fifteen years. They have identified many strengths.**

Helix is a center for business research operated in partnership between the university, companies, organizations, municipalities, and trade associations. The Swedish government is its primary source of financing through the innovation authority Vinnova. Rimaster's then CEO Jan-Olof Andersson worked with principal owner Per Carlsson to make sure Rimaster was involved right from the start.

"They saw the benefits early on. Their openness is a strength. We have been able to be critical, and they listened, yet without seeing us as some type of consultant. There is ample room for growth, and a good climate prevailing," says Wallo.

He began as a doctoral student in 2003 and did much of the "footwork" in the first study. He is now a senior lecturer and associate professor at Linköping University. The observations from Rimaster have been a major part of his research.

**"There were not many others who dared to do things like Rimaster did them"**

"For me personally it has been a fantastic journey to follow this over such a long time," he says.

Rimaster has been studied in several rounds, initially with a focus on learning in the organization. Here researchers noted how much learning took place in everyday work. This served as an enormous developmental force for

the company. Continuously learning from one another and examining root causes leads to a continuous increase in the company's competence.

"The second time, in 2009, the company was in the midst of major expansion in Poland, China, and elsewhere. They had good momentum and many processes were underway that were interesting to study," says Wallo.

What the researchers were primarily investigating at that time was how company management was able to both speed up and slow down at the same time. After all, the company was in an expansion phase at the moment the crash hit the financial market. Rimaster then had to streamline its operations and at the same time run development projects and think ahead. Andreas Wallo saw this clearly during the four years he spent sitting in on all the management meetings and board meetings.

“There were not many others who dared to do things like Rimaster did them, but it also meant that Rimaster had an advantage once the market picked up again.”  
Wallo believes the key to Rimaster’s success is order.

“They have control over their processes, and even if there have been certain tough economic periods, they have always made order a priority. They know what they’re working with.”

He also thinks that there is a good mix of skills in the executive board and a willingness to learn from one another.

Even if Wallo is enthusiastic when he speaks about Rimaster, he and the other researchers have been careful to maintain a research role in relation to the company.

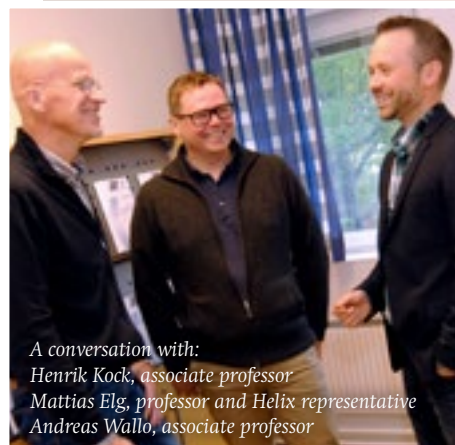
“We are not consultants. Our primary interest is not just to get the company

to work better; rather, we are interested in the processes and driving forces that other companies can learn from as well. We provide feedback on what we see, but what the company chooses to do is up to them. They drive their own development. Jan-Olof Andersson has always seen us as a conduit for knowledge coming into the company. I think this is a good role for a researcher.”

Next year a new stage of the project will be starting—Helix Competence Center—with even more ambitious goals than before. The focus of research will be on sustainable development in organizations—how learning, health, and equality can be combined with efficiency and the ability to innovate. Rimaster is a dedicated partner.

“Absolutely! We’re counting on it!” says Andreas Wallo. ♦♦♦

For more information, contact Andreas Wallo at [andreas.wallo@liu.se](mailto:andreas.wallo@liu.se).



A conversation with:  
Henrik Kock, associate professor  
Mattias Elg, professor and Helix representative  
Andreas Wallo, associate professor



Linköping University



# Openness and the drive to develop

**Employee and management developer Peter Yngvesson has been working with issues relating to management and organizational development in Rimaster since 2011. He was brought in thanks to questions that were brought to light through the collaboration with Helix.**

*What special challenges did you see when you came to Rimaster?*

Bringing HR issues to the forefront and working strategically with management development and organizational development. I attended the strategic meetings and the global meetings and shed light on soft values. We worked with feedback and group dynamic training, linked with theories. It was a matter of increasing understanding of how soft values also affect results, and creating a more unified leadership perspective.

*Rimaster is a global company where views on management may differ between different countries. What has been your approach to this?*

Partly in joint forums, and partly in a more individually adapted approach in each individual unit. I spent a long period working alongside the management group in Poland. It took a little while to get on the same page, but once we got going there was a high level of commitment. You could say that the work in the management group had the same effect as in Sweden, but from another starting point.

**“Rimaster adapts to the environment relatively fast”**

Peter Yngvesson, employee- and management developer



*How has collaborating with Helix affected you and your work?*

It broadened my perspective a little further. It also added a little more statistical and research bearing to what I do. It gives it some added weight.

The advantage for Rimaster is that the researchers provide an objective view of the focal points in meetings in discussions. They have often shown both soft and hard values, and the importance of continuing to maintain a balance between these. Working with the right things at the right time.

*What would you say are Rimaster’s strengths?*

Rimaster adapts to the environment relatively fast, and they handle their organization well.

*You are currently working as a consultant in HR, as well as for other companies. Are there general lessons to draw from Rimaster?*

The openness that they have demonstrated, such as toward the university. Curiosity is an important thing to have. Not to become complacent but instead have the will to remain at the forefront and continue developing.

♦♦♦

For more information, contact Peter Yngvesson at [peter@yngvessonutveckling.se](mailto:peter@yngvessonutveckling.se).





# Agile learning

**“An organization is a living mechanism that must be maintained. Driving force needs to be built into learning and being adaptive,” says Jan-Olof Andersson, executive vice chairman of the board for Rimaster AB and board member in Rimaster’s subsidiaries.**

It was no coincidence that he took the initiative for the collaboration with Helix. He has long been an advocate for learning in the organization, and wants to see a continual flow of knowledge in the company.

The collaboration between Rimaster and the interdisciplinary research center Helix goes back more than a decade. The researchers communicated the results from the follow-up research back to company management through workshops, feedback exercises, and discussion exercises, an approach that has now become an integrated part of operations.

“It means that learning is a component of our organization and that we can build common values.

Learning must be integrated into the organization’s development, particularly given the rate of growth and development that we have seen. You can’t just send one person to a course now and then. All managers need to have awareness,” says Jan-Olof Andersson.

One thing that needed to be developed during the company’s rapid growth was a common employee strategy.

“Every local Managing Director is running their own operation. But the fact that we are collaborating in HR strategy today is a result of both the research and Peter Yngvesson’s work.

## “It means building the learning phase into operations”

*Jan-Olof Andersson,  
executive vice  
chairman of the  
board for  
Rimaster*



There are always challenges for a company in Rimaster’s industry. Right now Rimstar is seeing enormous growth in Poland,” says Andersson. In September of 2015 there were a total of 396 employees in Poland, and today there are 482.

“It doesn’t work without sweat and tears. Now it’s a matter of managing a dynamic situation where things have moved upwards. Instead things plummeted in 2009–2010 and we had to adjust to this. Gradually things even out and consolidate,” says Jan-Olof Andersson.

“We are part of a very dynamic industry that is subject to fluctuation. In the middle of this we need to create the conditions for development and learning. The exact methodology employed by the researchers is what we are now using ourselves today: reflection exercises, workshops, identifying cases, and discussing them. It means building the learning phase into operations.”

“Today there is learning between companies throughout the entire Rimaster group. There is a good flow of knowledge among the various parts. We get together and share our experiences. This also means that we become even more agile in that we can discuss situations that arise. It often happens that one of the other companies has encountered a similar situation before.

A lot of this is difficult to measure,” says Andersson, but he is nonetheless convinced that the collaboration with the research world has been significant.

“Helix has been an important ingredient in the capacity we have today. We have a mental image of what we want to achieve and this means we consistently work with this type of development. We have common values that tie into flexibility and being an adaptive organization.” ♦♦♦

For more information, contact Jan-Olof Andersson at [jan@rimaster.com](mailto:jan@rimaster.com)



# The quick coupler is taking off

—tough requirements, short delivery times, and a lot of adjustment



**We meet:**



OilQuick is a global leader in fully automatic quick couplers, which are used to quickly change tools on construction equipment. Ri-master is the company's supplier of cable harnesses and electronics, and thereby part of OilQuick's success on a market distinguished by short delivery times and diverse customer wishes.

"We see ourselves as representing the absolute highest in quality and service. So it is important that our suppliers have the same high level of quality," says Patric Lindh, purchaser for OilQuick. Fully automatic quick couplers are an increasingly common demand on machines in the construction industry. With OilQuick's coupler the machine can quickly change tools in the midst of

work—from scoop, to claw, to excavator, and so on.

On small lots, for example, there is often only room for a single machine that needs to be able to handle multiple job tasks. With a traditional coupler the operator has to leave the machine, disconnect the tool, change hoses and connect the new tool more or less manually, which is time-consuming and thereby costly for the builder. A fully automatic quick coupler saves time and fuel and reduces environmental impact. The investment is recovered at approximately three changes per day.

With OilQuick's fully automatic quick couplers all it takes is a few buttons pressed from inside the cab to change

tools. This is perfect for situations such as demolition, where several different types of tools are called for throughout the day, but there are also tool couplers for wheel loaders, fork trucks, and mobile cranes.

**"There are no standard measurements; a lot of adjustments are needed instead."**

"The oil pressure sets huge requirements on the entire construction both hydraulically and mechanically. Every year we see higher and higher pressures in all systems. This sets increasingly tough requirements on all components, but we can deliver for all machine models based on customer requirements," says Lindh.



**FACTS IN BRIEF, OILQUICK**  
Location: Hudiksvall, Sweden  
Owner: Sonerud family  
2016 turnover, forecast: SEK  
200 million  
Employees: 54

Photo: OilQuick

Conny Nyström, Key  
Account Manager, Rimaster  
Development

Photo: Rimaster

## Fast turns, fast deliveries. We can handle it!

We already enjoy a good relationship with OilQuick as their cable harness supplier. As a new development, we have also just started to manufacture electronic units for them.

It is important to maintain a high level of service toward the customer since this is an industry with rapid fluctuations. We have to be able to deliver very quickly when an order comes in—what normally takes ten weeks needs to be done in three, for example. Or it may happen that we need to have 10 of some special part within one week. In situations like this we have shown again and again that we can meet the challenge. It goes without saying that this means

extra work on our part, but it's important for us to deliver quality and high service. And this means reassurance for our customers.

When OilQuick recently developed a new product we were involved right away. They were already acquainted with us as a supplier, and knew that we could offer them a competitive price on the electronic units as well.

For more information, contact Conny Nyström at [cny@rimaster.com](mailto:cny@rimaster.com)



Patric Lindh, purchaser for OilQuick

This is possible because OilQuick constantly rebuilds as needed, often producing short order runs.

"It is very special, there are no standard measurements; a lot of adjustments are needed instead. It means extensive diversification. All machines have their own special requirements."

Short lead times are also a hallmark of the industry,

"We are the last ones on the machine. Almost at the point when the customer is choosing the color: "I want the machine in yellow, and it has to be equipped with a quick coupler from OilQuick."

From time of order it therefore has to move quickly. Four weeks is almost

too long. High demands are placed on OilQuick's suppliers as well. "Here Rimaster has shown again and again that they can deliver," says Lindh, producing a supplier assessment that OilQuick has just completed, where Rimaster is ranked highly.

"When it comes to flexibility and adaptation, Rimaster is one of the absolute best. And this is an area where we have really high demands. And when it comes to quality and level of service, Rimaster is one of the best when we need an estimate right away."

Rimaster now also produces electronics for OilQuick. It is part of the new safety solution OilQuick Lock Support, which was just introduced on the Swedish market. OilQuick thus

chose to continue collaborating with Rimaster for this new product as well.

"Here there are unprecedented requirements for quality, since the system is intended to avoid construction site accidents.

The future looks bright for OilQuick," says Patric Lindh.

"Turnover has nearly doubled in just a few years. We are constantly growing and have a nice development curve. Now we are looking into the possibility of becoming established in the United States and that can move quickly. I think our future will be strong. And as said, Rimaster is very good as a supplier. They are as adaptable as we are." ♦♦♦



# Integration in Östergötland

## Rimaster rises to the cause

**Rimaster taking the lead in a new integration initiative in Östergötland. Competence in newcomers to the country is being recognized just as Rimaster is seeing increased opportunity for expansion—and taking social responsibility.**

“It is important for both the individual and society that the new arrivals are integrated, so as not to engender a sense of alienation,” says Mathias Nilsson, Managing Director for Rimaster Electrosystem in Rimforsa. And for us as a company this also comes at the right moment.

At the same time, it essentially helps meet local recruiting needs. Rimaster in Rimforsa has recruited ten people since the summer, and there is stiff competition with several other companies, such as Saab, which is also expanding in the Linköping region and recruiting numerous workers. Unemployment among Swedish-born residents is below three percent.

At the same time, many people with all types of merits and abilities have

moved to Sweden. “These people are an asset,” says Mathias Nilsson. An open house day opened many peoples’ eyes to Rimaster, and they showed a high level of interest in starting to work there. The Swedish Public Employment Service then selected five individuals to be the first to begin learning the work.

**“We see it as an opportunity for us as a company to adapt to new demands”**

*Mathias Nilsson,  
Managing  
Director Rimaster  
Electrosystem*



“We are starting with five, but it is highly possible that there will be more before Christmas,” says Nilsson.

The newcomers are connected with advisors and interpreters in the be-

ginning. They are spread out over different spots in production to achieve maximal integration.

“They work the shift together with our experienced personnel. It’s going along really well.”

After a month or so of intense work at Rimaster, they will also get to spend one day a week studying Swedish.

“We see it as an opportunity for us as a company to adapt to new demands. Rimaster takes social challenges seriously and wants to play an active role, with the company’s owner at the helm, so this was not something to hesitate over,” says Nilsson.

“It’s a pressing issue not only here in Sweden but also in Germany and other countries that have accepted refugees. We see the new situation Sweden is facing, and are trying to adapt accordingly. We always want to see society through a wide-angle lens and try to identify what would be the right thing to do in each new set of circumstances.”



Mattias Klaar, production manager at Rimaster Electrosystem in Rimforsa, discusses the day's work with some of the newly arrived refugees in Sweden.



Göran Ulván is vice chairman of the IF Metallklubben union at Rimaster in Rimforsa

Göran Ulván is vice chairman of the IF Metallklubben at Rimaster in Rimforsa, and professional policy manager in Östergötland. He has been involved and monitored the issue from a professional perspective.

"We're going to establish a good agreement on this. But it is not actually so difficult, it just means sitting down to find a solution."

He takes a positive perspective of the initiative.

"It will be really fun and interesting."

It's no coincidence that Rimaster is standing up for this," says Ulván. When other companies are still in the discussion stage or in the starting pits, Rimaster already has a project rolling. "The biggest reason for this is that owner Per Carlsson has stated that he wants Rimaster to take social responsibility," says Göran Ulván.

"This is part of who we are," he says.

For more information, contact Mathias Nilsson at [mni@rimaster.com](mailto:mni@rimaster.com)



Photo: Lassa Hejdenberg

## County governor for Östergötland, Elisabeth Nilsson: Rimaster is exemplary

Elisabeth Nilsson, county governor for Östergötland, praises Rimaster's initiative in integration. "It's encouraging and worthy of imitation," she says.

It was at a meeting for large companies in the region that Rimaster CEO Tomas Stålnert came to sit next to the county governor and start talking integration. This was the beginning of the project now underway.

"Rimaster is good at what they do and it is nice to see them take a leading role in this initiative. For their own sake all business owners should take stock of their situation and recognize this as a human resources opportunity. Many companies today are searching high and low for various skilled workers," says Elisabeth Nilsson.

"At the same time, I know that Rimaster is doing this in order to be upstanding citizens of society. It is important for integration that people who come here find a place where they can see that they have something to contribute. Unemployment is demoralizing. The individual is strengthened by earning money and seeing that he or she can make it on their own. It also reinforces the people around them and gives them hope."

"But it takes a certain boldness to make this investment. That's definitely something new."

### *Should more companies follow Rimaster's lead?*

Yes, I really think so.

Sweden was the EU country that received the most refugees in proportion to its population last year. This can be seen in many ways in society.

None of us can sit back and think someone else is going to fix this. It's a matter of working constructively. The alternative would be having a society with enormous gaps, where a large group born in Sweden enjoys full employment and another group has nothing.

The relationship with Rimaster will be kept active in several different contexts.

We meet with companies and industry in the Östergötland region regularly. New ideas are born when we meet across boundaries.

*You have said in other interviews that integration work is an issue close to your heart. What does it mean for you to see that companies are willing to do their part?*

It's encouraging. I would point to Rimaster as exemplary in multiple contexts. ♦♦♦

# Industrial development with embedded components



Bernard Bienicki  
and Szymon Resiak  
Rimaster Poland

**Embedding of components is an increasingly common request from customers. This is done in order to increase product ruggedness. Rimaster follows market demands and adapts accordingly by slowly but surely building up its molding capability.**

"We can offer know-how, and what we deliver will be more complete now that we also do molding," says Lars Lundberg quality coordinator for Rimaster Development in Söderhamn.

Embedding provides environmental protection against moisture, debris, etc., that might otherwise damage electronics or cause performance in splicers to deteriorate. The ability to withstand vibrations is better and cable harnesses are less loaded since they are not exposed to intermittently high forces. Embedding also provides protection in that it prevents users from going into a cabling harness or electronics cabinet to attempt repair or modifications on their own. This protection is important for safety.

A vertical injection molding machine is used at Rimaster Poland. Injection molding is the most common method. This method makes it possible to manufacture a broad array of products with great variations in size, complexity, and areas of application. Production engineers Bernard Bienicki and Szymon Resiak show us around.

There are three things needed for molding: a molding machine, plastic material, and a casting die, which is

the mold form. The plastic used is in the form of small pellets of thermoplastic material, such as PVC or Polypropylene. Every plastic has its own unique advantages and usage areas, the production engineers tell us.

The plastic is melted in the injection machine and then injected into the die, where it cools. The finished product is then inside the die. Multi-lead cables, single leads, and plastic sleeves of various types and appearances are manufactured in Poland.

"We can also mold components without cabling. The sleeves have many usage areas, such as connectors for vehicles, household appliances, and power tools," says Bienicki. The molding die is usually made of steel. It can be split into two halves.

**"We see an increasing trend where more and more cabling harnesses and switches are embedded."**

Lars Lundberg, quality coordinator for Rimaster Development



"We design it ourselves and then it is made by a local partner company. We have recently designed five molding forms," says Bienicki.

"Embedded switches create better flexibility and resistance against water and dust. We can also adapt the design according to the customer's wishes, add their logo, etc." Rimaster Poland is equipped to meet

increased demand for embedding and molding, and they are always prepared to make modifications to fit customer requirements. The current limitation is that the final piece cannot have a gross weight of more than 46.7 grams.

At Rimaster Electrosystem in Rimforsa and Rimaster Development in Söderhamn a two-part molding compound with a base and hardener is used.

"Getting the mixing right is of the utmost importance to achieve a complete curing process," says Lundberg.

"Molding is a complicated process since the material is sensitive to both moisture and heat. Special mixing tubes are required to get hardener and base to mix completely."

The customer specifies their requirements based on which IP-class they wish to achieve. This in turn of course depends on where the product will be used.

"We embed electronics and connectors that need to survive tough environments where they are exposed to dust, moisture, and liquid."

Rimaster Electrosystem has been working with this for five to six years. Everything seems to indicate that molding work will increase.

"Molding is a time-consuming process. We can handle what we're doing today, but we also see an increasing trend where more and more cabling harnesses and switches are embedded," says Lundberg. ♦♦♦

For more information contact Lars Lundberg at [llu@rimaster.com](mailto:llu@rimaster.com) or Szymon Resiak at [plsre@rimaster.com](mailto:plsre@rimaster.com).



#### FACTS IN BRIEF

IP class is a classification of encapsulation of electrotechnical equipment—how well the device is protected against water, dust, penetrating objects, and contact. The first digit in the classification describes the protection against dust, penetrating objects, and contact. The second describes water resistance.



Björn Krantz molding Väderstad WS9.

## New molding machine in Rimforsa

**At Rimaster in Rimforsa an entirely new molding machine is currently being introduced that will significantly boost the group's capacity.**

Production engineer Patric Thompson has been involved throughout the process of selecting a machine.

"Managing Director Mathias Nilsson and I traveled around comparing different machines, and made site visits to other companies that purchased the machines we were interested in," he says.

The machine they settled on is a vertical injection molding machine where small plastic beads are heated and injected into the die, where they harden into the right shape. It was important for it to open vertically, and the reason for this is actually self-explanatory:

"This makes it easier to embed items, such as cable harnesses in a molded piece, without having the components spill out of the die when it is in open position."

The machine is similar to the one that is used in Rimaster Poland. The major

difference is that the new machine can compress the die much harder. The auger is also larger. This allows for a much greater volume of molding compound. The machine can therefore mold much larger objects.

The first thing that will start being molded is battery connector sleeves. But the possibilities are great.

"Our vision is to grow and expand," says Thompson. ♦♦♦

For more information, contact Patric Thompson at [pat@rimaster.com](mailto:pat@rimaster.com)





# Extreme demands on Atlas Copco's portable compressors

— they need to withstand use in varying environments from Siberia to the Sahara.

**We meet:**

**Atlas Copco**

"These are tough environments that are very different from one another. That is why we have many different quality requirements that our suppliers need to fulfill," says Michael Sprengers, purchaser for Atlas Copco Portable Energy.

'Portable' in this instance means that the compressors are not stationary but instead can be moved between various construction worksites.

**"We appreciate the flexibility when it comes to construction changes and when we have orders come in."**

Michael Sprengers,  
purchaser for Atlas  
Copco Portable  
Energy



"We never know where our machines are going to be used, and on what roads they will be transported, so we build the machines to be robust and able to function for extended period under extreme conditions, such as extreme temperatures, powerful vibrations, and high moisture levels," says Sprengers.

Rimaster has been a supplier to Atlas Copco for many years, and the collaboration has been developing the entire time.

"Rimaster manufactures robust and high-quality products, and also in small volumes when necessary. Production planning works smoothly and we have good communication with respect to engineering. When new products are developed, it often happens that several wiring changes are made in rapid succession. Rimaster needs to respond to these changes and implement them as quickly as possible in order to ensure that Atlas



Copco has the latest version delivered on time," says Sprengers.

"Rimaster does a good job. They are flexible when it comes to the type of construction changes that we often need to make. They are also flexible when we have orders, and can then deliver parts quickly, so that we in turn are able to fulfill our commitments on time. That's something we appreciate."

"This collaboration has recently seen an uptick in conjunction with Atlas Copco's new project 8 series," explains Sprengers.

"We are pleased with the collaboration, and hope that it will continue this way by continually assessing and improving the collaboration in all areas." ♦♦♦

For more information, contact Jean-Pierre Vanheel at [jva@rimaster.com](mailto:jva@rimaster.com)





# The show must go on

There is no room for error in large-scale events. Did you know that Rimaster, as supplier to the networking company Luminex, has been a part of the Eurovision Song Contest, world tours, and luxury liners?

We meet:

## Luminex

**Technical audio-visual installations for today's large-scale events have a high standard to live up to. A blackout or signal loss during a live broadcast show would be absolutely unforgivable. That is what has made Luminex popular among hundreds of AV installers and technicians.**

The Belgium-based manufacturer of network equipment develops extremely reliable and robust solutions for the largest shows on earth. Luminex products, which are manufactured by Rimaster in Sweden, serve as the link between the control panels and all the equipment on stage—in other words, between the mixing table and light, loudspeakers, and monitors.

“Our goal is always to offer the highest possible quality available on the market,” says Hans Vandermaesen, project manager at Luminex.

“That is why our products have served as the backbone in, among other

things, the Eurovision Song Contest in Stockholm and The Drones World Tour, a world tour of the English rock band Muse. But installers also use Luminex for fixed installations, such as Disneyland Paris and on one of the world's largest cruise ships, Ovation of the Seas.”

Hans Vandermaesen also explains that the collaboration between Luminex and its suppliers needs to be absolutely flawless since there is often a lot at stake.

**“Strengths include trade skill and extensive experience”**



*Hans Vandermaesen,  
project manager  
for Luminex*

“And Rimaster does a really good job of achieving this,” he says.

For the last four years, Rimaster has been producing Luminex GigaCore-products. This entails, among other things, heavy-duty switches (tour-adapted), standard installations optimized for the entertainment industry, and a streamlined interface that makes it possible to set up complex networks without advanced IT know-how.

“We are very pleased with the collaboration. Rimaster's strengths are its trade skill and extensive experience,” says Vandermaesen.

So next time you're enjoying a big concert, keep in mind that there is much more behind the scenes than you might think. It is actually the network that has been built up with pure trade know-how and years of experience that keeps the entire show together. ♦♦

For more information, contact Jean-Pierre Vanheel at [jva@rimaster.com](mailto:jva@rimaster.com)



**FACTS, JEAN-PIERRE VANHEEL**  
Born: 1972  
Lives in: Belgium  
Family: Wife Kristel, children Charlotte, 15, and Alexander, 12  
Interests: Music, food, wine, and badminton  
Favorite song: 'Alive' by Pearl Jam

Photo: Rimaster

# The Managing Director who rocks

**Jean-Pierre Vanheel, Managing Director Rimaster Benelux, wants to live life to the fullest.**

"I am active and social even in my free time and driven by the desire to succeed. My goal in life is to live," he says.

Aside from work this means playing in a band, cooking, and playing competitive badminton.

Jean-Pierre Vanheel's relationship to Rimaster goes back all the way to 1995, when he started working for a company that sold parts to Rimaster. It's been a long journey to get where he is now as Managing Director for Rimaster Benelux and still maintaining contact with customers such as Atlas Copco and Luminex.

The challenges are a little different on the European continent than in Scandinavia.

"The culture is different, the approach here has to be more direct than in Scandinavia, where there is more 'massaging.' Bids have to be put on the table very fast here, preferably within a few hours. But I feel that Rimaster has increasingly adapted over the past several years to be able to win a greater market share in this part of Europe. There is big potential for us here."

Working at Rimaster has been a rich personal learning experience for him as well, he says, and he particularly appreciates the special exchange with others in group management.

"We can express our thoughts and it feels as if they believe I have something to contribute."

When Jean-Pierre isn't working he is often playing guitar and singing in his band No Sweat, which is fairly well-known in Belgium. The band plays around 25 shows a year, and their rock style draws on influences such as the Rolling Stones, CCR, and ZZ Top. When they were younger the group wrote a lot of their own material, but now that they all have their own families life looks a bit different.

"We put a lot of time into it before, now it's mostly just for fun. We've been playing together for almost 25 years, so the band is more like a family than friends," says Jean-Pierre Vanheel, who has just started teaching his own children the basics of guitar.

He shares a great interest in food and wine with his wife Kristel. Every year they travel to France at least once to discover and purchase a few good wines. Kristal is a good cook, but Jean-Pierre also likes to cook good food, preferably grilled meat and fish.

"It can be any cuisine, as long as it has a lot of flavor," he says with a laugh.

He also plays competitive badminton on a team that, fittingly enough, is sponsored by Rimaster. It happens that they beat 16-18 year-olds.

"We're good for our age!" says Vanheel happily. They call us 'The Old Stars.' And 'After Badminton' is just as important as the results. ♦♦♦

**"Any place can be heaven on earth, but you have to work for it yourself. Nobody else is going to do it for you."**



*Jean-Pierre Vanheel,  
Managing Director  
Rimaster Benelux*





# New facilities in China

**Rimaster Ningbo is now onsite in the new facilities. Flora Wang, who works with finance, administration, and employees at Rimaster Ningbo, is pleased.**

“It’s more than twice the size, so there is much more room both in the office and in the production facilities. This means we can have more machines and more employees,” she says.

The new facilities are located about two kilometers from the previous facilities in Ningbo.

“It also belongs to the ZhenHai

Economic Development Zone, and is located in the ZhenHai Innovation Base, where many companies are found. We are on the second floor of the building.”

Rimaster Ningbo moved into the new facilities in September and have adjusted to the new surroundings very well.

“Even though we have moved, it’s not far. We are just as close to our customers as before. And with a lot of space and a new layout in the production lines and everything, we believe we will be able to offer even greater flexibility to our customers,” says Wang.

*What was the main reason why Rimaster relocated?*

In my opinion it was a necessity for business development and internal improvements. It will make it possible for us to grow and take on even more customers in the future. ♦♦♦

For more information, contact Flora Wang at [fwa@rimaster.com](mailto:fwa@rimaster.com)



Photo: Rimaster

**“We will become even more flexible toward our customers.”**

Flora Wang,  
Rimaster  
Ningbo



# We work at Rimaster

Simon Zhou, quality manager at Rimaster Ningbo

## What do you do at Rimaster?

I am Quality Manager for Rimaster Ningbo.

## How long have you been working here?

The first time in 2010–2011. I returned in July 2016.

## What's the best thing about working at Rimaster?

Rimaster Ningbo is a really positive work environment, a healthy corporate culture

that strives for high working morale and employee motivation.

## How do you see the future?

Rimaster's management group has a clear and well-defined business strategy and can also provide a solid platform for work. ♦♦♦



**Likes basketball and ping-pong**

Age: 36

Lives in: Ningbo city

Interests: Playing basketball and table tennis with friends

How my friends would describe me: Calm and grounded in work, flexible and easy-going with friends

Age: 30

Lives in: Borne Sulnowo, Poland

Family: Fiancée Ania and Yorkshire terrier Nadi.

Interests: In the process of completing a doctoral thesis in management science at Szczecin University. The subject is "Dynamic assessment of suppliers in the logistics of manufacturing processes on the example of the production company (RIMASTER)."

How my friends would describe me: Difficult question. I asked my workmate Patrycja and she says I am trustworthy, concrete, open to discussion, and reliable.



Grzegorz Ladorucki, Quality Manager and Controller, Rimaster Poland



**Doctoral thesis on Rimaster**

## What do you do at Rimaster?

Three main areas: Quality. User rights and SQL-programing. Controlling and cost analysis.

## How long have you been working here?

Since 2012. I started as a salesperson, then became a

controller and now also Quality Manager.

## What do you think is the best thing about working at Rimaster?

The atmosphere at Rimaster is really special.

The owners and managers aim to create a good atmosphere. I remember what the owner Per Carlsson said: "We have to function like a large family."

In most companies, when there is a problem somewhere, the focus is on whose fault it is. At Rimaster we focus on how we can secure the process to prevent a problem from recurring.

## What are your thoughts on the future?

Ever since I started working here I have developed and thereby been able to make improvements to my work. I really believe that Rimaster will continue to develop together with its employees. ♦♦♦

Helena Welander, quality manager at Rimaster Electrosystem

## What do you do at Rimaster?

I communicate with customers and suppliers to manage claims and quality problems and look for ways to improve quality. I started on June 20, but I have been able to fit in a supplier visit in Germany, meetings with major customers, etc.

## What's the best thing about working at Rimaster?

It's multi-faceted, a lot of products, and new things are happening all the time. Being able to speak directly with people in various

positions is also a good thing. Everyone is pleasant and it's a good, positive company culture.

## How do you see the future?

It's difficult to say, as I just started. But I would perhaps like to work a little more preventatively and also find a more efficient means of handling claims more visually and transparently. ♦♦♦



**A hibiscus enthusiast with vision**

Age: 33

Lives in: Linköping

Family: Partner Niclas

Interests: I have a large 900-liter saltwater aquarium with corals, clown fish, anemones, and butterfly fish. And I grow plants, both inside and out. I am actually developing new types of plans, more attractive and improved hybrids, particularly hibiscus. I have also started a Facebook group for people who share the same interest. It has almost 500 members in Sweden. That's not bad for such a narrow interest. And then I like to travel as well.

How my friends would describe me: Tolerant, dedicated, loyal.

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

 Rimaster AB, Industrivägen 14 | 590 44 Rimforsa, Sweden | +46 494 795 00 | info@rimaster.com

www.rimaster.com

### Rimaster Electrosystem

Industrivägen 14  
590 44 Rimforsa  
Sweden

Andreas Kronström  
+46 705 658 904  
akr@rimaster.com  
Patrik Andvester  
+46 703 991 448  
pan@rimaster.com

### Rimaster Development

Bröksmyravägen 31  
826 40 Söderhamn  
Sweden

Ulf Almén  
+46 705 173 309  
ual@rimaster.com

### Rimaster Cab & Mechanics

Industrigatan 1  
590 42 Horn  
Sweden

Anders Jonliden  
+46 708 720 877  
ajo@rimaster.com

### Rimaster Poland

Ul. Kolejowa 4  
78-550 Czaplinek  
Poland

Hubert Walachowski  
+48 602 315 843  
plhwa@rimaster.com

### Rimaster France

114, Rue des Pépinières  
69400 Amas  
France

Julien Fambrini  
+33 624 340 049  
jfa@rimaster.com

### Rimaster Benelux

Halstraat 41  
3550 Heusden-Zolder  
Belgium

Jean-Pierre Vanheel  
+32 470 670 130  
jva@rimaster.com

### Rimaster Germany

Brüder-Grimm-Strasse 17  
34369 Hofgeismar,  
Germany

Norbert Heib  
+49 567 160 991 01  
plnhe@rimaster.com

### Rimaster Ningbo

Building 7#, No.1188,  
Zhongguan Road, Zhen-  
hai Economic Develop-  
ment Zone, Ningbo  
city 315221, Zhejiang  
Province, China

Yong Shen  
+86 188 580 114 86  
ysh@rimaster.com