



圣诞快乐  
新年快乐

*Merry Christmas and  
A Happy New Year!*

Welcome to our world of SIMPLICITY • Winter 2014



Customer Special:  
*Meet Konecranes, Malwa and Haulotte*

客户特别介绍：  
了解Konecranes、Malwa 和Haulotte

A magazine from **rimaster**  
-ability to create simplicity

## 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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**THIS IS MY LAST EDITORIAL** as Rimaster CEO. I have been in charge of leading the Rimaster Group since 2003, which is quite a long period. It has been a joyful time, though with days more enjoyable than other.

Over this time, Rimaster as a group of companies has seen a lot of changes, where one of the most significant ones must be the transformation from a local actor to a global player. Rimaster in 2003 was not the same company as Rimaster is today. Yet, there is still so much in common that to an outside on-looker, the differences in everyday operations are small. Still, the fact that Rimaster today is a truly global company with far more muscles and capabilities itself is a sign of a living vision – we want to be able to create simplicity for our customers, and we have never been better equipped to do so than today.

What I will remember from my almost 12 years as CEO is that Rimaster is a company, that is always in some sort of movement and continuous development, always striving to adapt to our customers' needs. That, I think, is the key to us still being here, if not always that very prosperous, so at least over time in good health.

In this issue, we proudly present some of our clients. Despite differences in size of the company and volume of their businesses, what they have in common is that they are leaders in their respective field of operations. If our customer is among the best, then we need to follow and also be a leader in our field of operations. So far, I dare to say, we have been successful.

Now, when we are looking forward to 2015, I am more than pleased to welcome Tomas Stålnert to take over my chair. Tomas has been with us for quite some years now, and with his track-record, not only from Rimaster but in previous positions as well, I am more than confident Rimaster is in good hands. Tomas is a good leader and skilled businessman, a combination that is just what we need to take us forward.

I deliberately say "us", as I might resign from the chair as CEO, but I will not leave the company. I will remain on the board of director's, being in charge of business development and marketing and I will also be acting deputy chairman.

Still, as I will no longer actively be on the bridge of this ship, I wish to convey my warmest and most heart-felt "thank you" to all of you who has been with me over the years, helping us to do what we are best at – creating simplicity for our customers. An equally heart-felt "Thank you" to all of you customers, partners and suppliers that I have had the pleasure to meet in my role as CEO.

To Tomas I say, most welcome – my chair is your's!

致全体人员,

这是我作为瑞马斯特的首席执行官发表的最后一篇社论。我自2003年以来长期担任瑞马斯特集团的领导人职务。这是一段快乐的时光, 尽管也有不尽如人意的時候。

在这段时间里, 瑞马斯特作为一家集团公司, 发生了许多变化, 当然最重要的变化之一是从一家地方性企业转型为一家全球性公司。今天的瑞马斯特已经不再是2003年的瑞马斯特, 然而在外人看来, 很多方面仍然保持不变, 集团的日常运营变化不大。不过, 如今瑞马斯特已经成为一家真正的全球企业, 并且实力大大增强, 这一事实本身就是一个活生生的标志-我们希望能够为我们的客户打造简约, 而我们从未像今天一样有能力做到这一点。

对于我担任CEO的这近12年的时间, 我想要记住的是, 瑞马斯特是一家不断前进和不断发展的企业, 为了满足我们客户的需要不停地奋斗。我认为, 这是我们能够坚持到今天, 并且即使算不上一直红火, 也至少是一直不错的关键所在。

在这一期中, 我们将自豪地介绍一些我们的客户。虽然这些公司的规模和业务量各不相同, 但共同点是, 他们在各自的业务领域都是领先者。如果我们的客户属于最优秀之列, 那我们也必须效仿他们, 成为我们自己领域内的领先者之一。到目前为止, 我敢说我们取得了成功。

现在, 在我们展望2015年之际, 我非常高兴地欢迎Tomas Stålnert来接替我的位置。Tomas和我们共事已经很久了, 由于他一贯表现出色, 不仅在瑞马斯特, 之前的任职经历同样如此, 我可以非常放心地把瑞马斯特交给他。Tomas不仅是一个好领导, 还是一个高明的生意人, 我认为这两点都是带领我们前进所必须的。

我有意使用了“我们”这个词, 因为我虽然会从CEO这个位置上退下来, 但我不会离开公司。我仍将留在董事会中, 负责商业发展和市场, 并且仍将担任执行副主席。

同时, 由于我将不再担任我们这艘航船的掌舵人, 我想对这些年来和我共事的所有人衷心地道一声“谢谢”, 谢谢你们帮助我们做我们最擅长的事—为我们的客户打造简约。我想对Tomas说的是: “欢迎你! —我的位置现在交给你了!”



## Another milestone achievement:

*– First finished Ag-riCab on display!*



At a customer event in Belgium in late October, Rimaster's next CEO Tomas Stålnert and project manager Bart Lowette presented the first pre-series "Ag-riCab". This is first finished unit to be made available for a customer for advanced field-testing. Ag-riCab is the unique new generic cabin for primarily agricultural machines that Rimaster has developed, starting in 2012, with the support of a dedicated reference group of European OEM's of agricultural machinery and vehicles.

*– As we now proudly presents Ag-riCab, we have reached what best can be described as a company milestone, says Tomas Stålnert, new CEO of the Rimaster Group effective from January 1, 2015.*

*– It's not just another product, it is more of a proof of concept and capability for us. We have since long had the company motto "Ability to create simplicity", and Ag-riCab is just a proof of that, as we in the very true sense of that, creates simplicity for a whole new group of customers.*



Engineering group Rimaster has since long been a supplier of cabins for e.g. mining vehicles, but Ag-riCab is the very first in-house design, developed and built from scratch by Rimaster. The design and development was done in close cooperation with a reference group of European OEMs of primarily farming equipment such as harvesters and sprayers.

*– When we over the years have met with current and prospective customers, we soon realized that beyond the obvious need for a good and qualified cable harness and electrical systems supplier, many had also a need for a supplier of versatile cabs, says Bart Lowette, Project Manager at Rimaster's Belgian office, who initiated the project in 2012 and also acts as project manager for Ag-riCab.*

*– As we had the knowledge and the determination to support our customers we set out to build the best generic cabin ever. Now, a two years after we initiated the project, Ag-riCab is ready for pre-series, full-scale commercial field tests. This has been made possible due to a very valuable and open-minded support from the reference group of. Without their support, we would not have come this far in such a short time, Bart Lowette concludes*

Ag-riCab was designed in response to a firm market need, and it is the first truly “generic” and highly adaptable cabin in its class. The fundamental design idea was to build a modern, modular and advanced cabin that already from start was highly flexible to suit the various needs different OEMs might have.

Previously, in general the manufacturers either had to design a cabin of their own or choose from a limited selection of standard cabins. When the latter was chosen, it meant that normally the cabins had to be heavily modified prior to installation. With Ag-riCab, there is a lot of possible adaptations already from the beginning and the equipment manufacturer can easily select what sort of configuration he will need.

During the development of Ag-riCab, Rimaster could literally start with a blank sheet of paper, meaning that there was no “inheritance”, limiting possibilities or narrowing thinking. The result is a highly adaptable and very versatile standardized cabin where each customer still can have “his” version built in even limited series, yet at a very attractive unit cost.

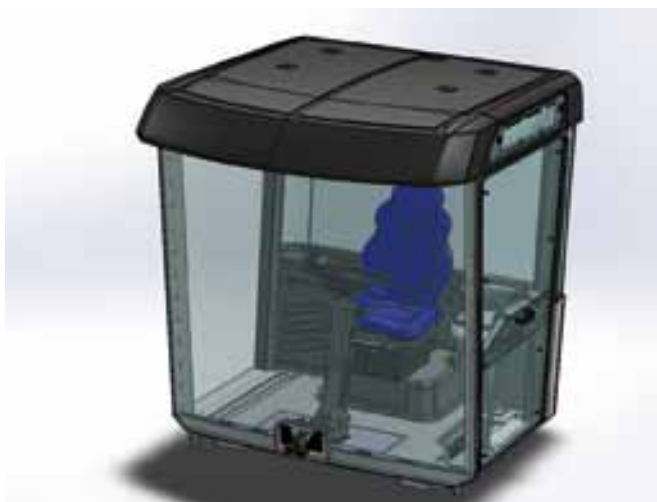
Ag-riCab features a series of “fresh thinking ideas”, including the novel “riMove door”, an electrically operated door that will be optional, a variety of available design selections such as an elongated roof, a glass floor or various lighting arrangements. Ag-riCab will also as a standard be equipped with the revolutionary riFuse PDU-module, another current Rimaster product, developed with simplicity for the customer in mind.

As Ag-riCab has been designed against the highest current European norm for agricultural machine driver comfort, EN15695 Cat4, the driver enjoys an enhanced protection against substances harmful to health such as dust, aerosols and vapours, making long days in the fields less challenging

*– We have a generic company philosophy to try to dig deep into the needs of our customers and in Ag-riCab, being a true response to a customer's need, we have been able to integrate a lot of simplifying features to the benefit of the OEM, especially in response to his own customers, Tomas Stålnert concludes.*

Spring 2015 will see a series of exhausting field tests, in order to have a “shake-down” of what needs to be further refined on Ag-riCab, where after full series production will commence. Preparations for a swift production ramp-up are already under way at Rimaster's Cab Centre in Horn, some 250 kilometres south of Stockholm where all construction work and final assembly is being done. Meanwhile, additional prototypes and a “demonstrator cabin” are being built in order to show various design alternatives. ■

**Ag-riCab will be offered in various configurations; long-roof, short roof, see-through floor or closed. Any customer can “customize” the standard cabin to suit individual needs.**





## 又一项里程碑式的成就



在10月下旬于比利时举办的一次客户活动中，瑞马斯特的下一任首席执行官Tomas Stålnert和项目经理Bart Lowette展示了第一台试生产的“Ag-riCab”。这是该产品的第一台成品，将提供给一位客户进行前期现场测试。Ag-riCab是我们从2012年开始独家开发的新型通用驾驶室，主要用于瑞马斯特以前所开发的农业机械，开发过程得到了一家欧洲专业的农业机械与车辆OEM集团的支持。

— “现在，随着Ag-riCab的隆重推出，可以说我们公司到达了一个里程碑”，Tomas Stålnert说，他从2015年1月1日起正式接任瑞马斯特集团的首席执行官。

— 它不仅仅是一个产品，更是一个概念和我们能力的证明。一直以来，我们都把“能够打造简约”作为公司的座右铭，而Ag-riCab恰恰证明了这一点，因为我们在真正意义上实现了为整个新客户群打造简约。



作为一个工程集团公司，瑞马斯特一直是驾驶室的供应商，包括矿用驾驶室等，但Ag-riCab是瑞马斯特从头开始自行设计，开发和制造的第一款驾驶室。其设计与开发是在与一家欧洲OEM集团密切合作下进行的，该集团主要生产收割机和喷灌机等农业设备。

— “在多年来与当前和潜在客户打交道的过程中，我们迅速意识到，除了优质合格的线束和电气系统供应商这样的明显需求以外，许多客户还需要供应商能提供多功能驾驶室”，瑞马斯特比利时分部的项目经理Bart Lowette说，正是在2012年启动了该项目并担任Ag-riCab的项目经理。

— 因为我们既有决心，又具备相关的知识来帮助我们的客户，我们开始着手生产有史以来最好的通用驾驶室。现在，在启动该项目两年以后，Ag-riCab已经可以进行试生产和全面的商用现场测试。我们之所以能够实现这一点，是因为我们合作集团为我们提供了很有价值，同时又非常开明的支持。“没有他们的支持，我们不可能在如此短的时间里走到这一步”，Bart Lowette最后说。

Ag-riCab是为了应对市场的强劲需求而设计的，它在同类产品中的第一款真正“通用”的驾驶室，具有很强的适应性。基本的设计思路是创造一款现代化、模块化的先进的驾驶室，从一开始就具有高度的灵活性，可满足不同OEM制造商的各种需要。以前，设备制造商要么自己设计驾驶室，或从有限的几种标准驾驶室中选择。如果选择后一种方式，就意味着在安装之前必须对驾驶室做大的改动。而Ag-riCab则一开始就考虑了大量可能的改装需要，设备制造商可以很方便地选择所需要的配置。

在Ag-riCab的开发过程中，瑞马斯特真的做到了从一张白纸开始，也就是没有任何“继承”、限制性可能或狭隘的思路。结果设计出一种具有高度适应性，多功能的标准驾驶室，虽然产品系列有限，但每个客户仍可以有“自己”的型号，同时单位成本又非常有吸引力。

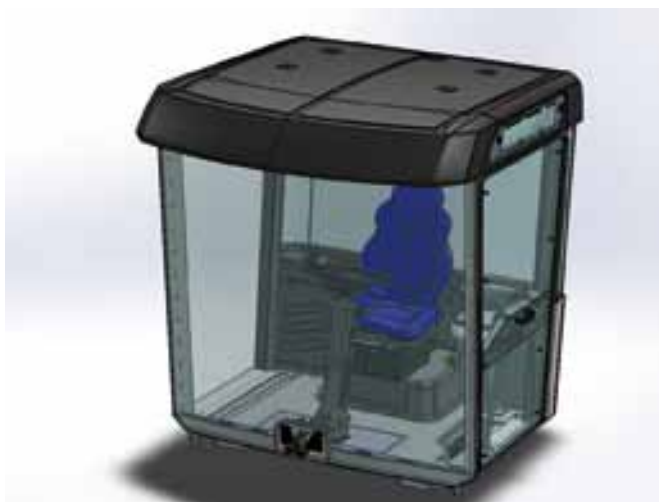
Ag-riCab体现了一系列“新鲜思维”，包括创新的“riMove车门”，这是一种作为选配件提供的电动车门，还提供各种设计选择，例如细长的车顶、玻璃地板或灯的不同配置。Ag-riCab还是革命性的riFuse PDU-模块的标准配置，后者是Riaster的又一种新产品，其开发以为客户打造简约为思路。

由于Ag-riCab是按照欧洲目前最严格的农业机械驾驶员舒适性标准EN15695 Cat4而设计的，驾驶员可以得到强化的保护，以免受对健康有害的物质，如粉尘、气溶胶和蒸汽的伤害，从而使长时间野外作业的难度下降。

— 我们总体的公司理念是尽力挖掘客户需要，而通过Ag-riCab这样一款真正能满足客户需要的产品，我们得以整合了大量简化功能，以满足OEM制造商的需要，特别应对其自身客户的需要，Tomas Stålnert最后说。

在2015年春季，将会有一系列广泛的现场测试，以发现Ag-riCab还有哪些需要进一步改进的地方，随后将进入全面的系列化生产阶段。为产量的快速提升而进行的准备工作目前已经在瑞马斯特位于Horn的驾驶室中心开始，具体位置在斯德哥尔摩以南的250公里处，目前正在进行建筑施工和最后的安装工作。 ■

Ag-riCab将以不同的配置提供，长车顶、短车顶、透明地板或封闭式。任何客户都可以按照自己的需要，对标准型驾驶室进行“定制”



– *How hard can it be...?*



## Malwa challenges the forwarder industry

– *How hard can it be? Really...?*

Magnus Wallin looks genuinely concerned when he asks the rhetoric question.

Magnus is the engineer who got fed up with endless meetings and wanted to get back to engineering "hands on". That's why Malwa was started.

Malwa, situated in rural settings in Skene, some 60 kilometres east of Gothenburg on the Swedish west coast, is the fresh thinking start-up that after just a few years has carved out their very own niche in forest machinery with their series of forwarders.

"First baby born" was the Malwa 360, a mere proof-of-concept to prove that forwarders could be small, lightweight and environmental friendly, yet having a load capacity that made them economical to operate for the smaller forest owners.

– Dad was in the business of tower cranes and mobile cranes, so I guess that's where I got my technical interest. It was like heaven for a little boy, Magnus says smiling. After graduation as an engineer, Magnus was hired to oversee certification procedures at the Swedish National Test Institute, and soon he found himself as a manager. After a couple of years in various management positions, Magnus reached what he himself calls "a turning point" in life.

– I do like technical stuff and came to realize I had come a long way from the hard-ware. My days were all too filled with

meetings, and that made me uncomfortable. To cure this lack of technical "hands-on" contact, Magnus started a company in his spare time to import small garden tractors.

– Forests have always fascinated me, and I often followed my father into the woods. Since I was working with tractors and accessories for them, it was natural to see what we could do in the woods with our small tractor. Surprisingly much, actually, had we just had the right accessories.

– To find such was not that easy, so as early as 2007, I began to wonder if it was not possible to do the opposite, to build a

forest tractor, a low key forwarder, from the ground up based on the small garden tractor technology. The target audience was clear – forest farmers who wanted to manage their forest itself, with an explicit ambition to do so without harming the land any more than necessary.

With the help of a mechanical workshop, Magnus had a prototype built, but unfortunately this was not very successful. The frame was OK, but the selected drive train was too weak and otherwise it was not the right components – the small forest tractor was simply not good enough.

– I would not say that the first tractor was a complete failure. Even if it did not meet our expectations, I learned a lot and knew what it was we wanted and how it would look. With the first design as a basis, I began to plan for a brand new machine.

– There, I guess, was formulated what has become sort of a mantra for Malwa, something we say to each other when we encounter a problem: *How hard can it be?*



– Late in the winter of 2009, we had to come so far that we know what a good little forwarder could look like. We knew we could build one, and then we decided – my wife and I – that it may make or break. So on April 6, 2009 we incorporated Malwa AB, the name coming from the flower, and not by my name, Magnus Wallin, although similarities may lead many to believe it.

– The fixed goal was to build a prototype that would be drivable and ready to show at the fair “Elmia Wood” in June the same year. The idea was still the same: to use proven components and known techniques to build a new type of machine – an innovative version of a traditional machine, if you like, but in a small format. The engine was e.g. a small Cummins diesel 37 horsepower.

In late March, they had come so far in the design process that it was time to look at the electrical and control systems.

– That skills I lacked and when Rimaster was mentioned by someone who knew Ulf Almén and his colleagues at Rimaster Söderhamn, I saw this as an opportunity and gave them a ring.

– To make a long story short, I will not refrain from saying that Ulf is our hero. This was in the midst of the worst recession in a long time and we were newly established, unknown and more or less penniless. However, something I said must have been trustworthy as Rimaster and Ulf Almén believed in us. He and his colleague Fredrik Larson saw our predicament with only a few weeks to go. They went here directly, sat down with us briefly and began to look at the machine, requirements and functions. They went home again and after a few weeks, they had designed a complete and highly effective control system.

– On Monday, the very same week the fair was to open on Thursday, Ulf and Fredrik came to us with a finished set of wirings

in the back their car. The cabling was swiftly installed and then they started to help us with the programming of the entire machine. Thursday came, Elmia Woods opened and Malwa was there, according to plan. With them was a fully working machine that stood there, humming all day long. It had taken less than ten weeks from first contact between Malwa and Rimaster until the machine was fully up-and-running.

*– To make a long story short, I will not refrain from saying that Ulf is our hero...!*

– There is no doubt that when Ulf and his colleagues at Rimaster so simple and straightforward lined up for us, they count for a large part of Malwa's success – and they still do. Without this support we would not have gotten the Malwa 360 ready for the fair, and if not, we would not have been where we are today.

– Technically, Malwa 360 was a fully finished product, doing what it was designed to do, but, to be honest, it was too expensive for the market so eventually we built only three. Interestingly enough, already at the same fair where we exhibited Malwa 360, we also launched the successor, Malwa 460. We described as an established project, but, honestly, most of it was still at the conceptual stage.

The first Malwa 460 was delivered in April 2010 and eventually a total of 42 machines were built. However, along the way Malwa, like many other start-ups and growing companies, encountered some setbacks. The machine took longer and cost more to develop than what was anticipated. Malwa had sold 4-5 machines when the fall of 2010

ended in a credibility crisis – the money was running out, and so was also the patience of customers and some suppliers.

– It was a bit panicky for a while, but I want to re-emphasize the support I got from Rimaster, who, along with neighbouring Berghems Mekaniska, has really been there for us. Without that trust, we would not have survived.

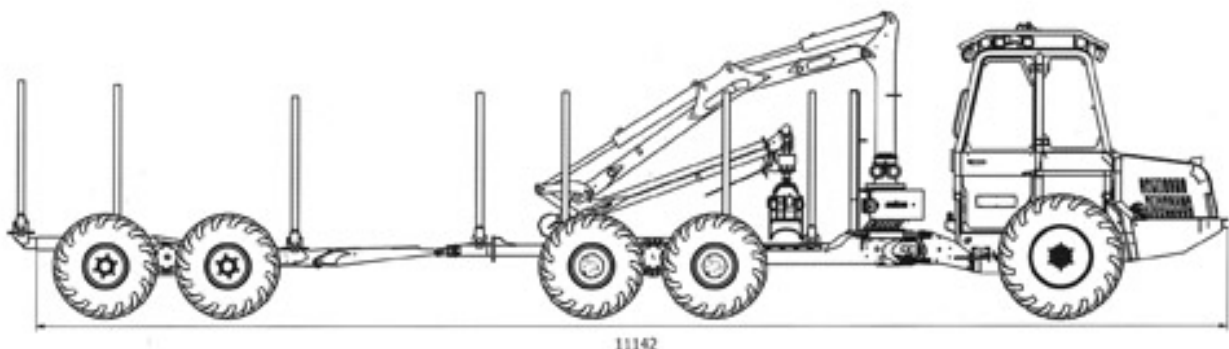
– However, we manage to sort things out. We received some venture capital and we got our deliveries structured. Today we are established in a completely different way than before. Things are going our way, and we now have the successor to Malwa 460 in production. It is of course called Malwa 560 and Rimaster is of course heavily involved.

Malwa 560 is built to the same basic idea of a cost-effective lightweight forwarder, but structurally it has taken some significant steps forward. Today, the new forwarder is built with a modular component approach, which means that with relatively few basic modules it is possible to “personalize” each unit to suit the customer's needs.

– I would say that we have found our own market niche for the Malwa 560, not only in Sweden but in more or less every country that has a small-scale forestry.

– We are currently in an interesting expansion phase. Really, there are no similar products on the market. Business is growing and we have consolidated us financially with a forecast of 70-75 MSEK in sales. I have also handed over the operational responsibilities to an externally recruited CEO, as I think I'll better do what I'm good at, which is more of being the guy with the ideas than sitting in in endless meetings.

– *How hard can it be?* Magnus Wallin summarizes smiling. ■





# 一 “能有多难”？

## Malwa向集运机行业发起挑战

“能有多难”？

当Magnus Wallin提出这个不需要回答的问题时，他看起来真的是忧心忡忡。

Magnus是一位工程师，他已经厌倦了无休止的会议，想要回到工程设计的“实干”状态。这也是Malwa成立的初衷。

Malwa公司位于瑞典西海岸城市哥德堡以东60公里的Skene。这是一家充满新思维的原创企业，仅仅几年后他们就在森林机械行业争得一席之地，推出了一系列集运机。

长子”是Malwa 360，一个纯粹的概念验证产品，证明集运机可以实现小型化、轻型化和环保，同时又具有足够的承载能力，满足小林场主使用的经济性要求。

— “我的父亲在塔式起重机和移动式起重机行业工作，我想这也是我对技术感兴趣的原因。” “这对于一个孩子来说，就像天堂一样”，Magnus微笑着说。

在工程师毕业后，Magnus受雇于瑞典国家测试研究所，从事海外认证程序监督工作，不久就升任经理。在以不同

的管理职位工作数年后，Magnus到了他自己所称的人生“转折点”。

—我实在是喜欢技术工作，并且开始意识到我已经脱离硬件太久。我的时间过多的被会议所占据，这让我很不舒服。

为了治愈这种“技术实践缺乏症”，Magnus在业余时间成立了一家公司，从事小型园艺拖拉机的进口。

— 森林总是让我着迷，我经常跟父亲一起进入森林。由于我要和拖拉机相关的附件打交道，自然就会想看看我们的小型拖拉机能不能在森林中也派上

用场。令人吃惊的是，我们还真找到了合适的附件。

— 找到这些附件并不那么容易，于是早在2007年我就开始想，能不能倒过来，在园艺拖拉机技术的基础上生产一种森林拖拉机，一种低端的集运机。目标用户很明显：那些想要自己管理森林的小林场主们，他们有一个很明确的要求，那就是对土地的伤害不超出必要的程度。

利用一个机械车间，Magnus生产出了样机，但不幸的是，不能算很成功。结构还可以，但选择的传动系统太弱，也可能是零部件的问题，总之这台小型森林拖拉机还不够好。

— 但我不认为第一台小型拖拉机是一次完全的失败。尽管它没能满足我们的预期，但我从中学到了很多，知道我们需要什么样的机器，以及它应该是什么样子的。以第一次的设计为基础，我开始设计一台全新的机器。



- 我想,也许从那时起,每当我们遇到问题时,就会彼此说这样一句话:能有多难?这已经快成了Malwa的口头禅了。

- 在2009年的隆冬季节,我们已经知道,好的小型集运机应该是什么样的。我们知道我们能造出这样的机器,于是我们(我和我妻子)决定,成败在此一举。于是在2009年4月6日,我们成立了Malwa公司,Malwa这个名字来自一种花,而不是我自己的名字Magnus Wallin,尽管因为看起来很像而会让很多人这样认为。

- 我们等下的目标是造出一台能开动的样机,以便能在当年6月份举行的Elmia Wood林业展览会上展示。想法还是一样的:用成熟的零部件和一直的技术制造一台新型的机器—如果你愿意,也可以认为是传统机械的一种创新的类型,不过是小型化的。发动机可以选择37马力的康明斯小型柴油机。

在3月下旬,他们的设计过程已经到了电气和控制系统的阶段。

- 我缺乏这方面的技术。正好有人提到了Rimaster,这个人认识Rimaster Söderhamn的Ulf Almén和他的同事,我认为这是一个机会,就给他们打了电话。

- 长话短说,我可以毫无保留地说,Ulf是我们的英雄。那时正值严重的长期衰退,而我们是新成立的公司,既没有名气,也没有什么钱。不过,一定是我说的话值得信赖,Ulf Almén相信了我们。他和他的同事Fredrik Larson了解了我们的困境,并且时间只剩下几个星期。他们直接来到我们这里,只是坐了一会就开始查看机器、要求和

功能。他们回去后几个星期就设计出了全套高效的控制系统。

- 在展会召开的同一周的周一(展会定于周四召开),Ulf和Fredrik驱车来到我们这里,后备箱里装着已经完成的整套线路。线路迅速安装完毕,然后,他们帮助我们进行整机的程序设置。

在周四Elmia Woods展会召开时,Malwa得以按计划参展。由于他们是唯一带全功能机械参展的参展商,参观者络绎不绝。从Malwa和Rimaster第一次沟通到机器完工并可以运行为止,还不到十个星期。

- 毫无疑问,当Ulf和他在Rimaster的同事毫不犹豫地和我们站在一起时,他们对Malwas的成功做出了很大的贡献,并且仍在做出贡献。没有这种支持,Malwa 360不可能来得及参展,而如果不能参展,我们也不会有今天。

- Malwa 360在技术上是一个完全成熟的产品,能够完成设计功能,但说实话,由于价格太贵,市场不能接受,我们最终只生产了三台。有趣的是,在Malwa 360参展后,我们在同一个展会上发布了它的后续型号Malwa 460。我们把这个产品描述为一个成熟的项目,而实际上,它在很大程度上仍处于概念阶段。

第一台Malwa 460与2010年4月交付,共生产了42台。然而,就像许多其他初创企业和成长中的企业一样,Malwa在发展过程中也遇到了一些挫折。这种机器的开发周期比当初预计的长,成本也比预计的高。到了2010年的秋季结束时,Malwa在售出4-5

台机器后遭遇了信用危机-钱就要花完了,客户和有些供应商也失去了耐心。

- 我们恐慌了一段时间,但我想再次强调的是,Rimaster和附近的Berg-hems Mekaniska公司对我们的支持真的帮了我们。没有他们的信任,我们不可能生存下来。

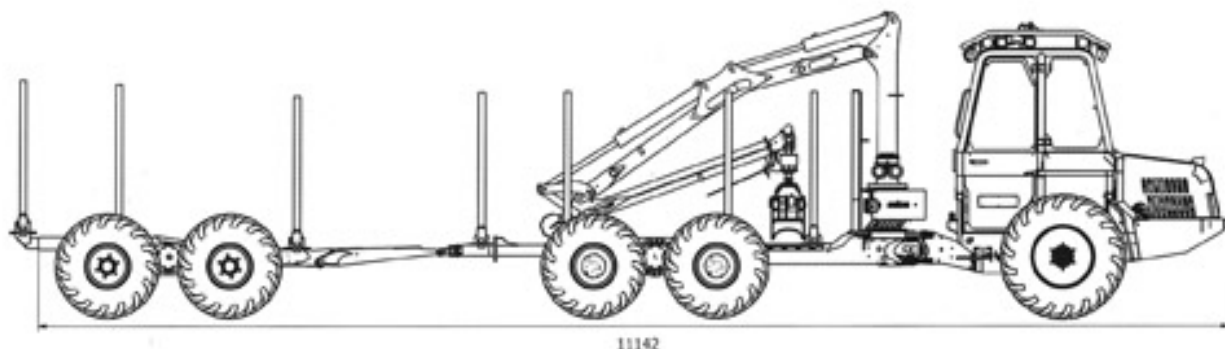
- 不过,我们设法解决了问题。我们获得了一些风险投资,因此保证了交货时间。今天,我们的生存状况与以前完全不同。形势正在向着对我们有利的方向发展,Malwa 460的后续机型现在已经投产。当然,新产品的型号是Malwa 560,这显然少不了Rimaster的大力参与。

Malwa 560仍然按照强调性价比的轻型集运机的基本思路制造,但结构上已经有了很大的进步。目前,新集运机已采用模块化部件的方式制造,这就意味着基本模块的数量减少,可以按照客户的需要实现每一台机器的“个性化”。

- 可以说,我们已经为Malwa 560找到了自己的市场,不仅仅是在瑞典,而是几乎所有存在小规模林业的国家。

- 我们目前正处在令人兴奋的扩张阶段。实际上,市场上现在还没有类似的产品。我们的业务正在不断的增长,财务能力已得到巩固,预计年销售额为7000-7500万瑞典克朗。同时,我已经把经营工作交给一名外聘的,因为我想,我最好还是做我擅长的,也就是做一个有创意的人,而不是不停地坐着开会。

- “能有多难”?Magnus Wallin最后微笑着说。■



# “Heavy lifting is our passion and pride

## A visit to Konecranes Lifttrucks



In Lingang in the greater Shanghai area, Konecranes Lifttrucks is building the same range of lifttrucks as in Markaryd, Sweden.

### *“We make lifttrucks with heart”*

So begins Konecranes Lift Truck business presentation, and that’s probably a good summary of the company’s vision. Konecranes Lift Trucks is a company in the Finnish Konecranes Group. The company manufactures and sells various types of forklifts, mainly for industrial use, container trucks and “Reach Stackers”, a special kind of lift truck that can handle containers up to 45 metric tons weight both high – stacking – and deep, with up to three rows of containers in parallel.

The company, which in 2013 had sales of almost 1.2 BnSEK, was founded in 1947 under the name Silverdalens Mekaniska (SMV) in the village Silverdalen in the south of Sweden. First forklifts were delivered in 1959 but it was not until 1994, in connection with a major reorganization, as the business started to grow.

Ten years later, in 2004, SMV was bought by the Finnish Konecranes Group, changing the name to “Konecranes Lift Trucks”. Parent company Konecranes, with its world-leading manufacture of large cranes and harbor cranes, was a MBO spin-off from the large Finnish industrial group Kone. A few years later, Konecranes Lift Trucks established a parallel production in China and in 2007 business was moved into a purpose-built new factory in Lingang, an industrial cluster in southern Shanghai. Still, the well-known name SMV is used on the trucks, but now only as a product brand designation.

– It is Söderhamn, which is our entry-point to Rimaster. We have worked with each other for twenty years now, so I would say that we know each other quite well, says

Conny Persson, Konecranes Lift Trucks’ Director Supply Operations Global.

Conny is one of those who had made the company the world leader it is today. He has been with the company throughout all the “modern” era, as he came to what was then SMV already at the time of the reorganization of the company in 1994.

– I started as MA-director, with responsibility for, among other things purchasing and logistics. Not going into details, one could say that there was a lot to deal with. We inherited a company with a good basic line of products, but with i.e. quality deficiencies and lack of documentation as well as given promises and unaccounted customer commitments. We actually had to start the very first day with creating a logistic foundation for organizing activities in a logical and, hopefully, more efficient and profitable way.

– The idea was – and still is – to design and assemble our trucks, with components and certain subsystems being purchased from partners and other suppliers.

– I got in touch with Rimaster during my first year at SMV. We needed someone who

could help us to design a good electrical system, and someone I knew had been doing business with Rimaster and one thing lead to another, and here we are, twenty years later, says Conny.

– For the most part it’s been a good, or maybe even really good, relationship. Rimaster know us well by now and we know them. The technical department at Rimaster have engineers like Fredrik Larsson who have been involved with us for a very long time – Fredrik from the very beginning – and they really know our products.

– But, sure we have had our disagreements. However, we have always managed to get together and find a way do move forward, to get something fruitful out of it. I feel that there is willingness from the Rimaster side to focus on problem solving and to reach consensus, which I appreciate. That ability is very important in a relationship, says Conny Persson.

The first years were tough for SMV, but already in 1996 the thorough restructuring bore fruit and the company was able to show a modest profit. SMV, and later Konecranes Lift Trucks as the company was renamed, has thereafter proved to continuously show “black figures”.

The factory had moved from Silverdalen to Markaryd, and the premises in Markaryd have been expanded several times. Today about 200 people work in the big factory, with an additional eighty are at the subsi-



diary in Lingang outside Shanghai. Along with service personnel and other technical support staff, a total of about 350 people work at Konecranes Lift Trucks.

Through an ingenious modular design, with a few "basic chassis" a wide and highly varied range of different trucks can be offered to suit customer demands. Most of these are produced in parallel both in Markaryd in Lingang. As a general rule, the untrained eye cannot see any difference between a forklift, container lifter or a Reach Stacker built in Lingang and one built in Markaryd.

– Right, and that's the way it should be, says Conny Persson with a smile. You should not see any difference, and they will do the same job for you.

– But, he continues, there are local differences. Not so much in basic design and function, but in the choice of local options such as engine, cab design and more. The trucks we build in Sweden are customized for the European and North American markets and the various requirements that are in effect here, while the plant in Lingang serves most of the markets in Asia, Africa and Australia.

The largest single market area is Europe, where about half of the production goes. As the trucks are rather big units, the logistics are not always easy and the need for reason-

able delivery times has also contributed to how production is divided between factories.

This year, in 2014, Markaryd built about 500 units in total, spread over three different product families with lifting capacities ranging from 10 metric tons "on the ground" up to 45 tons to 16 meters. Every truck family is available in different variants, and every single version requires its own unique cabling. In Lingang was in 2014 manufactured approximately another 180 units.

– When it comes to design and development, everything is done in Markaryd. We design, define produce all necessary drawings. All production documentation is sent from here, a system that also applies to our partners and suppliers.

– Rimaster is responsible for all our electrical system development and also supplies all the cabling. The basis for the design along with specific requirements are sent from us to Rimaster Söderhamn, who then return with a complete and functionally tested electrical system. We accept and then all design documentation is sent from Rimaster Sweden to Rimaster in Ningbo, China who then manufacture and deliver the cable harnesses and other components directly to our factory in Lingang.

– As we now are in the midst of a major revision and redesign of our electrical sys-

tems, I am glad to say we get good support from Rimaster.

Conny Persson is very clear with while historical relationships are important, they are all continuously tested, questioned and subject to competition. The requirements for a good partner to Konecranes include that you have the right technical skills, development skills and manufacturing capabilities. Delivery precision and quality are other necessary factors as well as, of course, the right cost.

– We are ourselves at the focus of our customers, which compare and measure us against our competitors, and we have to constantly prove that we are the right choice. Then it is obvious that we have to do the same with our suppliers, says Conny Persson.

– Our suppliers and development partners must pursue the same internal development work that we do, in order to always be on the edge. This is not just about pricing, but also about all the other factors that are important to us.

– Rimaster is doing good, and have done so for 20 years. That is an excellent track record, but still, it's history. Tomorrow is a new day, and one has to be a leader then as well, Conny Persson concludes. ■



## Therese, KAM: – We have been good for each other!

– Konecrane Lifttrucks is one of our oldest customers, says Therese Ekengren, who is Rimaster's Key Account Manager, KAM, for Konecranes.

– They are of course a very important customer, or perhaps more of a partner today. They have had a terrific development

proud we have been with them as a development partner for electrical systems more or less all the time. It is twenty years now, and obviously you share a lot over such a long period.

Rimaster was part of the picture for Konecranes Lifttrucks already when the company's operations in Söderhamn were called Electro-System. As a partner to Konecranes, Rimaster works fully integrated and partly independent, being responsible for electrical systems development for their extensive model range. This applies to the trucks being built in Markaryd as well as those built in Lingang near Shanghai in China.

– As I see it, we have an excellent relationship today, says Therese.

– From our side, it's important not only to see the customer's actual

needs, but also his expectations. Can we live up to his needs, and also meet the unspoken expectations by presenting improvements or simply smarter solutions, then I think we are doing the right thing for the customer.

– Still, if I may express a wish, it would be that we would be involved even earlier in the design process. We have the knowledge and experience that allows us to see alternative solutions, which might result in a better and often less costly solution for the customer.

In the Rimaster Group, it is Rimaster Development that is responsible for all development and construction of electrical systems, while the actual cabling production and deliveries of finished cable assemblies, instrument panels and other things embodied is being done by Rimaster Electrosystems.

– Today we have such an established and smooth cooperation process that my role is merely to serve as coordinator, in the few cases when a project is not performing, as expected, Therese says.

– The engineering staff at Konecranes Lifttrucks has since long their own contact ways to our development department, and it is of course exactly as it should be. Any major problems we often address in project meetings we have every three months.

– I do not hesitate to say that we, Konecranes and Rimaster, have been good for each other; we have been able to grow together. ■



## 重型叉车是我们的激情和骄傲 对Konecranes叉车公司的一次访问

这是Konecranes 叉车公司商务演示的开场白，或许也是对该公司愿景的一个很好的总结。Konecranes叉车公司是芬兰Konecranes集团旗下的一家公司。这家公司生产和销售各种类型的叉车（主要用于工业用途）、货柜车和“堆垛车”，一种能搬运重达45吨重的货柜的特种叉车，不仅有堆放高度，还有深度，可以并排放置三列货柜。

这家公司2013年的销售额为近12亿瑞典克朗，于1947年成立于瑞典南部的Silverdalen村，当时的公司名称叫Silverdalens Mekaniska (SMV)。早在1959年，公司就生产出第一台叉车，但直到1994年，在经过一次大的重组后，其业务才开始增长。十年后，在2004年，SMV被芬兰的集团收购，更名为Konecranes叉车公司（Konecranes Lift Trucks）。母公司Konecranes集团是世界领先的大型起重机和港口起重机制造商。该集团是通过管理层收购，从芬兰Kone工业集团中分立出来的。几年后，Konecranes 叉车公司在中国成立了一家并行生产企业，并于2007年将业务转移到位于上海临港产业集群的一家专门建造的新工厂内。不过，著名的SMV名称仍在叉车上使用，但只是作为一个产品商标。

— Söderhamn是我们和瑞马斯特建立联系的桥梁。“我们一起合作已经有20年了，可以说我们彼此非常了解”，Konecranes叉车公司全球供应运营部总监Conny Persson说。

Conny是那些使公司赢得世界领先地位

位的人物之一。他在整个“现代化”时期一直在这家公司工作，因为当时SMV公司在1994年重组时他已经在公司工作了。

— 我最初担任MA总监，主要负责采购和物流。简单说来，要做的工作很多。我们继承了一家有着良好基本产品线的公司，但也有诸如存在质量缺陷、缺乏文件，以及存在尚未兑现的客户承诺等问题。实际上，我们不得不在第一天就建立一个物流基地，以便将事情安排的有条理，最好是能够提高效率，从而提高盈利能力。

— 我们当时的想法是——而且现在的想法仍旧是——利用从合作伙伴和其他供应商那里采购的零部件和某些子系统来设计和组装我们的叉车。

— 我在SMV工作的第一年就已经和瑞马斯特接触了。我们需要有人能帮助我们设计出好的电气系统，并且我认识一些人一直在和瑞马斯特做生意，于是，20年后我们也来了，Conny说。

— 总的来说，甚至说真的，和他们的合作很愉快。瑞马斯特现在非常了

解我们，我们也了解他们。瑞马斯特的技术部有一些像Fredrik Larsson这样的人，他们和我们打交道已经有很长的时间——Fredrik从一开始就是这样——他们对我们的产品很了解。

— 不过，当然我们之间也有过分歧。然而，我们总能一起找到解决的方法并从中受益。我感觉，瑞马斯特愿意把精力集中到解决问题上，并达成共识，这一点我很欣赏。这种能力在合作中很重要，Conny Persson说。

最初的几年，SMV的日子很艰难，但到了1996年，彻底转型已经有了成效，公司已经能少许盈利。SMV，以及更名后的Konecranes叉车公司得以连续实现业绩上的“黑字”。

工厂从Silverdalen搬迁到了Markaryd，并且在Markaryd的厂区已经扩大了数倍。今天，在这家大工厂内有200名员工，还有80名员工在位于上海附近的临港的附属企业工作。如果算上服务人员和其他技术支持人员，Konecranes叉车公司一共有350名员工。

通过巧妙的模块化设计，可以在几种“基础底盘”的基础上，可根据顾客的需要，提供各种不同的叉车。大多数产品是在Markaryd和Lingang并行生产的。一般而言，未受过训练的眼睛无法看出在临港和Markaryd制造的叉车、货柜叉车或堆垛机之间有任何差别。



- “没错，就该如此”，Conny Persson微笑着说。你不应当发现任何差别，他们用起来是一样的。

- “但是”，他接着说，“还存在一些地方性的差异”。主要不是在基本设计和功能方便，而是不同地方制造的产品在发动机、驾驶室设计等方面的选择方案不同。在瑞典制造的叉车是为满足欧洲和北美市场以及各种本地的要求而制造的，而在临港的工厂则主要服务于亚洲、非洲和澳洲市场。

最大的单个市场区域是欧洲，占我们产品销量的一半。由于叉车是相当大的设备，物流往往并不容易，而且对合理交货时间的需要也决定了工厂之间的生产分配。

今年，也就是2014年，Markaryd一共生产了500台左右，分布在3个不同的产品系列，举升能力从地面10吨到可将45吨升至16米高。每个系列的叉车都有不同的型号，每个型号都要独特的布线。临港在2014年则生产了180台。

- 所有的设计与开发工作都在Markaryd完成。我们设计、确定并绘制所有必要的图纸。所有生产文档都在这里发出，这套制度也适用于我们的合作伙伴和供应商。

- 瑞马斯特负责我们所有电气系统的开发并提供所有的配线。我们把基本设计和一些特定要求发送到瑞马斯特 Söderhamn，他们则提供经过功能测试的全套电气系统。我们接受后，瑞马斯特瑞典公司会把所有设计文档发送到瑞马斯特公司在中国宁波的分公司，由后者生产出线束和其他元件并直接交付到我们在临港的工厂。

- 我们目前正在对电气系统进行一次大的改动和重新设计，我可以很高兴地说，我们从瑞马斯特获得了很好的支持。

Conny Persson非常清楚，虽然过去的关系很重要，他们都要经受不断的考验、质疑，并且要能承受竞争。Konecranes对好合作伙伴的要求包括：必须具备合适的技术能力、开发能力和制造能力。合适的成本当然必要，但精度和质量也是必不可少的要素。

- 我们自己对客户非常重视，他们会把我们与我们的竞争对手进行比较，而我们总能证明我们才是他们正确的选择。那么，显然我们也必须对供应商也这么做，Conny Persson说。

- 我们的供应商和开发合作伙伴必须像我们一样致力于内部开发工作，从而一直保持领先。这不仅和价格有关，还和所有我们认为重要的其他因素有关。

- 瑞马斯特的情况不错，并且20多年来一直如此。这是非常出色的业绩记录，但这已经成为历史。明天是新的一天，我们还将继续成为领先者，Conny Persson最后说。 ■



在大上海地区的临港，Konecranes叉车公司正在生产和该公司在瑞典Markaryd的工厂相同的系列叉车产品



- “Konecranes叉车公司是我们最老的客户之一”，负责Konecranes的瑞马斯特公司大客户经理Therese Ekengren说。

- 他们也是一个非常重要的客户，就目前而言，也许更应该说他们是我们的合作伙伴之一。他们的业务发展的非常不错，我很自豪能够作为电气系统开发合作伙伴，始终与他们合作。现在已经过去20

年了，在这么长的时间里，很显然双方共同经历了很多。

在瑞马斯特的名字还是ElectroSystem公司的时候，就已经开始和Konecranes叉车公司合作了。作为Konecranes的合作伙伴，瑞马斯特的工作在整体上合作的同时又部分保持独立，我们负责为他们繁多的车型系列开发电气系统。这些产品应用于在Markaryd，以及中国上海附近的临港两个地方制造的叉车。

- “在我看来，现在我们之间的关系非常好”，Therese说。

- 站在我们的角度，重要的不仅是发现客户的实际需要，还包括客户的期望。我们能否既满足客户的需要，同时又能通过做出改善，或简单地提供更明智的解决方案来满足客户没有说出的期望？想到这里，我认为我们对客户的做法是对的。

- 不过，如果让我表达一个愿望，我想说，我们希望能更早介入设计过程。我们所具备的知识和经验使我们能够看到替代的解决方案，这些方案或许能更好地解决客户的问题，并且往往成本更低。

在瑞马斯特集团内，由瑞马斯特开发部负责所有电气系统的开发和设计工作，而实际的配线生产，以及配线总成、仪表板和其他嵌入装置成品的交付则由瑞马斯特电子系统公司来承担。

- “今天，我们之间的协调过程如此成熟而顺畅，我的工作只是在项目的执行不符合预期的很少情况下担任协调人”，Therese笑着说。

- Konecranes叉车公司的设计人员一直以自己的方式与我们的开发部门保持联系，这当然这理应如此。虽然我的工作帮助解决任何重大问题，但主要是防止失控，我们通常在每三个月举行一次的项目会议中解决。

- “我想，正如我所说，我们的日常合作非常融洽，我可以毫不犹豫地说是：Konecranes公司和瑞马斯特公司彼此善待；我们在一起实现了共同成长”，Terese Ekengren说。 ■





# Haulotte selects Rimaster

## Haulotte选择了瑞马斯特

As from autumn 2014, Rimaster is proud to announce a new and exciting collaboration with the world renowned Haulotte Group.

– You see their machines everywhere, so this is really exciting, says Julien Fambrini, Marketing and Sales Manager for Rimaster France

– Haulotte is one of the world's leading companies in the field of equipment for people and material lifting, and I see the fact that we are now to supply them with electrical systems as a great achievement. Being selected by Haulotte is clearly a quality mark and an approval, Julien concludes.

Haulotte can trace its history back to the early 19th century, when Alexandre Pinguely started an engineering company that later merged with the "Ateliers de la construction A. Haulotte". In the 1930's the two companies designed and manufactured a wide range of mechanical diggers, later expanding to derricks and mobile cranes. In 1979, the two companies start a close cooperation, in 1985 they merged and in 1998 they were noted on the Paris Stock Exchange as "Pinguely-Haulotte", a name changed in 2005 to just "Haulotte".

Today, Haulotte have a vast product range of people- and material lifters, production at six factories and have more than 1500 employees. Annual sales are now close to EUR 400M.

– I am very glad that Rimaster have achieved an official supplier status with Haulotte, says Tomas Stålnert, Rimaster's next CEO.

– Rimaster's philosophy is to be an attractive business partner for leading global companies in the special vehicle segment, and I am pleased this has attracted Haulotte, having a vast global organization.

– Haulotte is very thorough in choosing suppliers and partners, so us being selected is a "stamp of approval" for our vision of creating simplicity in a global market for our clients, Tomas Stålnert says.

Initially, Rimaster will provide Haulotte with a selected range of components, including cables and control boxes but talks are already underway to expand that scope of deliveries.

– As it is Haulotte's vision to primarily cooperate with global suppliers, I appreciate that Rimaster fits in their strategy, Julien Fambrini says.

– With our ability to offer seamless deliveries from our production units in China, Poland and Sweden, I am pleased and proud their qualification process now enables us to support Haulotte's growing business in Asia and the US as well as in Europe, Julien Fambrini summarizes. ■

在2014年秋季，瑞马斯特很荣幸地宣布与世界知名的Haulotte集团建立了新的合作关系。

– “你到处都可以看到他们的机器，这真是令人兴奋”，瑞马斯特法国公司的市场与销售经理Julien Fambrini说

– Haulotte在人员与物料举升设备领域是世界领先的公司之一，能够为他们提供电子系统，在我看来是一项伟大的成就。“能够被Haulotte选中，这显然是一个质量标志，也是对我们的肯定”，Julien最后说。

Haulotte的历史可追溯到19世纪早期，当时Alexandre Pinguely成立了一家工程公司，后来与“Ateliers de la construction A. Haulotte”合并。在20世纪30年代，两家公司设计并制造了各种挖掘机，后来又扩展到井架和移动式起重机领域。

1979年，两家公司开始密切合作，并且于1985年合并。1998年，他们在巴黎股票交易所的公司名称是“Pinguely-Haulotte”，后于2005年更名为“Haulotte”。

今天，Haulotte在人员和物料举升装置领域的产品范围广泛，拥有六家工厂和1500名员工。其年销售额近4亿欧元。

– “我非常高兴瑞马斯特能获得Haulotte的正式供应商的地位”，瑞马斯特的下一任首席执行官Tomas Stålnert说。

– 瑞马斯特的经营理念是成为特种车辆行业领先的全球性企业的业务伙伴，我很高兴我们的这一理念能够吸引Haulotte这样的全球性大企业。

– “Haulotte在选择供应商和合作伙伴时非常全面，因此能够被选中无疑是对我们在全球市场内为客户打造简约的理念的‘批准章’”，Tomas Stålnert说。

开始时，瑞马斯特将选择性地为Haulotte一些元件，包括配线和控制箱，但已经在商讨扩大交货范围。

– “因为Haulotte的目标是以和全球性供应商合作为主，我很欣慰瑞马斯特符合他们的战略”，Julien Fambrini说。

– “由于我们能够从位于中国、波兰和瑞典的生产部门提供产品的无缝交付，我很高兴他们的资格审查程序使我们能够为Haulotte在亚洲、美国，以及欧洲不断增长的业务提供支持”，Julien Fambrini总结说。 ■





## Tomas Stålnert, new CEO as of January 1, 2015:

### – *Focus on performance!*

– This is great, and I am very much looking forward to my new role, says Tomas Stålnert, new Rimaster CEO as from January 1, 2015.

– Rimaster has over the last few years developed into a truly global company, and that's where I have part of my heart, meeting customers with various needs on our defined markets.

Tomas Stålnert joined Rimaster in 2009, coming from a position as Managing Director for a company specialized in hydraulics. With an extensive operational background in international telecom production, originally being thoroughly schooled in Ericsson's extensive trainee engineer program, Tomas has a vast experience in production.

– Yes, I am sort of a production guy, Tomas says smiling.

– I am convinced that at the end of the day, the key to success lies in details, in the fine-tuning of performance. When you know the details, you will also have a better understanding of the whole, of the aggregated product, business or customer's needs.

– I think it's important to have the ability to move up and down in abstraction levels

**Jan-Olof Andersson, who has been Rimaster CEO since 2003, will remain on the board and also actively support Tomas with e.g. strategy development and marketing.**

– Jan-Olof has taken us to where we are today. We are a good compliment to each other so I am very glad we can continue to work together, Tomas says even if it will be on less daily base.

**Tomas is very clear with what strategy he will adopt for the future.**

– Yes, I know what path to follow, and that is the one we already are moving along, he says.

– We will i.e. pursue new business with existing customers, simply because we now have such a width in our customer offering that we can support more of our customers' needs.

**Still, Rimaster will not stop looking for new customers as well.**

– No, of course not. We will continue to develop our expansion in Europe and China in our defined target segments.

– As we can simplify the sourcing and procurement process, thereby allowing our customers to reduce the number of suppliers and partners, and in addition increase delivery quality, we see there is still much to do for us.

– When we can do this for our current customers, we can also do it for new customers, which we are likely to find businesswise within the same areas as where we operate today; e.g. special vehicles and industrial automation.

**From a geographical standpoint, Tomas sees no imminent expansion into new areas.**

– We have our customer base in Northern Europe, including France, Austria and Switzerland which is where we now see any market expansion will take place.

– However, one should never say never as we have a tradition of following our clients when they move or expand. Thus we need to identify areas that our current and coming customers prioritize.

**Not wanting to be specific, Tomas sees an increased market presence in China as one potential field of development.**

– True, and we also will look upon the Chinese market from sort of a reversed point of view – not only working with European companies that wish to expand into

China, but with Chinese companies that are targeting Europe as well.

– Still, in say five years I would be surprised if we don't have additional production capacity in a new region, due to customer needs or cost reduction, Tomas says.

**When being asked to give his priorities for the next say six months to a year, Tomas is very clear that Rimaster's general performance is in focus.**

– Yes, clearly. Continue improvements of performance internally, how we use our staff, production capacity and general abilities will be my focus, no doubt, he says firmly.

– Focusing on the sales development and the supporting introduction process which have good momentum for the moment and in addition increase usage of our trading company to the benefit of our strategic partners.

– Rimaster already is a high quality supplier and partner, and my job is to take us even further, Tomas summarizes his role as new CEO. ■



Jan-Olof Andersson (left) will remain on the Rimaster board, actively working with e.g. business development and marketing. Tomas Stålnert (center) is new Rimaster Group CEO from January 1, 2015 while majority owner Per Carlsson, long term CEO and Jan-Olof Andersson's predecessor, remain chairman of the board.



将从2015年1月1日起上任的新首席执行官 Tomas Stålnert:

## 业绩是关注的领域

— “这太好了，我非常期待就任新职位”，2015年1月1日即将就任的瑞马斯特新任首席执行官Tomas Stålnert说。

— 瑞马斯特 在过去几年中已发展成一家真正的全球性企业，这其中也有我的一份努力，我们在所定义的市场中满足了客户的各种不同的需要。

Tomas Stålnert于2009年加盟瑞马斯特，在这之前他是一家专业从事液压设备的公司担任董事总经理。由于在国际电信设备制造方面有着丰富的经营背景，并且曾经参加过爱立信公司提供的大量工程师培训课程，Tomas在生产领域有着极其丰富的经验。

— “是的，我是个搞生产的人”，Tomas微笑着说。

— 我深信，在一天结束时，成功的关键在于细节，在于对性能的精心调整。只要你了解细节，你就能更好地理解全局，从整体上了解产品、业务或客户的需求。

— 我认为在抽象层次之间上下切换的能力很重要。

自2003年以来一直担任瑞马斯特公司首席执行官的Jan-Olof Andersson仍将留在董事会中，同时会在战略发展和市场营销方面对Tomas提供积极的支持。

— “多亏了Jan-Olof，我们才有了今天，我们彼此之间能够很好的互补，我非常高兴能继续和他在一起共事”，Tomas说，“即使不会天天在一起”。

Tomas非常清楚将来他会采取什么战略。

— “是的，我知道应该走那条路，这条路我们已经在走了”，他说。

— 我们可以和现有客户之间寻求新的业务，这只是因为我们的客户服务有这样的广度，从而能够满足更多客户的需求。

同时，瑞马斯特也不会停止寻找新客户。

— 当然不会，我们还要在欧洲和亚洲的目标细分市场继续开拓。

— 通常我们能简化采购过程，从而提高交货质量以外，使客户得以减少供应商和合作伙伴的数量。

— 如果我们能对现有客户这样

做，我们就能对新客户这样做，而我們很可能在今天所在的经营领域内，例如特种车辆和工业自动化领域找到这样的客户。

从地理角度，Tomas认为不需要马上扩张到新的地区。

— 我们客户基础在北欧，包括法国、奥地利和瑞士，我们在这些地区可以采取任何市场扩张行动。

— 然而，永远不能说“永不”，并且因为我们的传统是跟随客户转移或扩张的步伐，我们需要观察并发现我们的现有和未来客户的优先区域。

总而言之，Tomas认为在增加在中国市场的份额是潜在的发展领域之一。

— 确实如此，并且我们也将以相反的视角来看待中国市场——不仅和希望在中国扩张的欧洲公司合作，也要和瞄准欧洲市场的中国公司合作。

— “不过，如果在5年的时间里我们

还没有在新的地区拥有额外的产能，我将会感到惊奇，原因是客户需求或成本降低”，Tomas说。

在被要求为今后六个月到一年的时间内的目标排出优先次序时，Tomas非常清楚，瑞马斯特的总体业绩是关注的重点。

— 是的，很明显。“继续从内部改善我们的业绩，我们对员工的用人方式、产能和总体能力将是我的重点，毫无疑问”，他肯定地说。

— 以销售的发展和当前势头最猛的配套引进流程为重点

— 在运用我们的交易公司方面取得良好的势头，以作为我们战略伙伴的补充

— “瑞马斯特已经是一家优质产品的供应商和合作伙伴，我的工作是要让它更进一步”，Tomas对他新CEO职位的作用做了总结。 ■



Jan-Olof Andersson (左) 将留在瑞马斯特的董事会，积极参与商业开发和市场营销等工作。Tomas Stålnert (中) 从2015年将担任瑞马斯特集团的新CEO，长期担任CEO，Jan-Olof Andersson的前任，大股东Per Carlsson则仍担任董事会主席。



## Pernilla Norman, Exec. VP and CFO:

– *Everything we do in everyday life must be able to withstand scrutiny from an economic perspective.!*



– *We must have a constant focus on our profitability*, says Pernilla Norman, Rimaster's CFO and Group Vice President.

– *Everything we do in everyday life must be able to withstand scrutiny from an economic perspective. If not, we do the wrong things. Our customers, our employees and our suppliers, well more or less everyone, will appreciate that we are doing well*, she continues.

What is your view of Rimaster's current profitability?

– We are doing well, but concept wise, "profitability" is as relative as it is a momentarily state. Creating customer satisfaction, we know how to do, largely because we do not see this work as a defined project, but as an on-going process. Similarly, we need to see profitability on the bottom line. That's where we get the acknowledgment that we are doing right, says Pernilla.

How will Rimaster act to get an increased focus on profitability?

– We have, like most large businesses, over the years looked at the Group from a wider perspective, looking on the aggregated key figures and not really analysed the details behind.

– We have now turned the other way round. Last year we initiated a restructuring of the business from an organizational perspective, and this year we are taking the next, continuous step in this. In parallel we implement new report structures for profitability measurements at a more detailed level, so that we can act and react on an on-going basis when necessary. This is a process where a number of often minor daily actions and decisions will interact and ultimately give us increased profitability

So, what level of profitability would you prefer Rimaster to have?

– We have a long-term ambition to increase and stabilize profitability even more, and then we primarily benchmark against ourselves. We, like many other businesses in Sweden, need constantly to relate our performance to the global competition. We must seek improvements that will enable us to be competitive on a global market, in parallel with a need to increase profitability. This is done in order to stabilize our position, so that we even better can handle economic fluctuations and still provide a healthy return for our shareholders as well as having the ability to provide for investments and further development of the Rimaster Group.

Rimaster has been in business for more than thirty years and has weathered a number of storms along the way. What is so urgent now?

– There is nothing urgent or panicking, but as I've said, we must constantly adapt to the market, to the changing business reality we live in. I want Rimaster to be a solid company for another 30 years.

Now, what will you do? What is going on?

– We have, as I mentioned earlier, started this project last year and has now continued this year. It is a long-term and targeted work in a constant process. A number of major improvement activities are in the pipe-line.

Could you exemplify?

– Well, something that will be visible, but not really affect anyone in everyday life, is that we reorganize our company structure. Now we have a partial cross-ownership structure, that we will break up structure each operating company as a direct reporting subsidiary to parent company Rimaster AB.

– Doing so we get an easier chain of command, and a simpler system of reporting where finances and results much easier than today can be broken down to each reporting unit, says Pernilla.

What do you gain by that?

– Quite a lot, actually. Doing so we get an easier chain of command, and a simpler system of reporting where finances and results much easier than today can be broken down to each reporting unit.

– Still, most obvious is that we can measure each unit against a common and pre-defined vision.

Each organization will be closer to their key numbers and will get a better understanding of these and can use it to make faster decisions in everyday life.

– At the consolidated level, we will also measure the effectiveness and performance against certain simple key figures, allowing us to see how each unit is performing in relation to other units within the Rimaster Group, but also compared to competing companies.

Is this a result of the competition being harsher?

– No, not directly as it has always been a tough market, but we are now in a different way exposed to a global competition. Today any quotation submitted must contain a combination of factors that makes the customer choose us.

– It's of course about price and different quality indicators but also about what the customers see that we contribute in terms of added value.

## Pernilla Norman:

### – *Everything must withstand scrutiny ...!*

But in the same way you are now another type of competitor than for, say ten years ago?

– Yes, of course we are. Globalization is a fact and Rimaster has been historically good at adapting to new conditions in a changing market.

– What I see as necessary now is that we broaden our views, that we try to get a more sophisticated approach to customers and markets, still without leaving our heritage and track record.

And by that you mean?

– I mean that we must find new ways to present Rimaster's complete offer.

What we have, compared to many of our competitors, is rather unique and not seen elsewhere in the market. Apart from the ob-

vious, that we produce the cabling, electrical systems, electronics and mechanics, we do it such a way that the customer can define his price intervals by selecting production in Sweden, Poland or China.

– In addition, we have a very skilled development department, where we assist both in developing tailor-made new electrical systems as well as refining and fine-tuning existing ones. We have also the ability to develop new products to support our customers, as we recently have done with e.g. our unique PDU riFuse and the generic cabin Ag-riCab.

– It is this, our broad experience and wide capability that is the Rimaster Group's strength. This is the message we need to convey; this is how we best will meet the future, Pernilla Norman summarizes. ■



## – “业绩和盈利能力密切相关”， 瑞马斯特公司执行副总裁兼首席财务官Pernilla Norman说

– “我们必须始终注重我们的盈利能力”，瑞马斯特集团的首席财务官兼副总裁 Pernilla Norman说。

– 我们每一天做的每一件事，从经济的角度来看都必须能够经得起推敲。否则，我们就做错了。我们的客户，我们的员工和我们的供应商，也可以说是每一个人都明白，我们做的不错，她继续说。

你对瑞马斯特目前的盈利能力怎么看？

– 我们的情况不错，但从概念上说，“盈利能力”既是相对而言，也是一种瞬间的状态。在创在客户满意度方面，我们知道该怎么做，这主要是因为我们并不把这项工作视为一个规定的项目，而是一个持续的过程。同样，我们也要把盈利能力视为底线。只有这样我们才能知道我们是否做的对，Pernilla说。

那么，瑞马斯特应该怎么做才能更注重盈利能力？

– 我们和大多数大企业一样，多年来一直从一个更广的视角来看待我们这个集团，我们注重的是关键的综合性数据，而并不去分析背后的细节。

– 我们现在已经转变为另一种方式。去年，我们在组织方面进行了企业的转型，今年我们正在继续进行下一步。与此同时，我们还实施了新的报告制度，从而以更详细的程度来衡量盈利能力，这样我们就能在必要时做出持续的行动和反应。在这个过程中，许多往往是日常性的行为和决策会影响并最终提升我们的盈利能力。

你希望瑞马斯特达到什么样的盈利水平？

– 我们在进一步巩固和提高盈利能力方便有一个长期的目标，并且主要以自己为参照。我们和瑞典许多其他企业一样，必须不断地把我们的业绩与全球竞争联系起来。我们必须寻求那些能使我们在全球市场有竞争力的改进，同时需要提高盈利能力。这样做是为了巩固我们的地位，这样我们就能更好地应对经济波动，同时能为我们的股东提供可观的回报，同时具备投资能力，并实现瑞马斯特集团的进一步发展。

瑞马斯特已经经营了三十多年，经历了风风雨雨。为什么现在如此紧急？

– 没有什么可以感到紧急和惊慌的，但正如我所说，我们必须不断地适应市场，适应我们所生存的商业现实。我希望瑞马斯特能在下一个30年里还能是一家有实力的公司。

那么，你准备做些什么？到底是怎么回事？





**Pernilla Norman:**

## — “业绩和盈利能力密切相关”

— 正如我前面提到的那样，我们从去年开始实施这个项目，到现在已经持续了一年。这是一项长期、有目标的工作，并且是一个持续的过程。一系列重大的改善行动将要逐步展开。

能否举个例子？

— 实际上，你们会注意到，我们正在对公司的结构进行重组，虽然这不会对每个人的日常生活造成实际的影响。现在，我们是一种部分交叉持股的结构，我们将要打破这种结构，使每个运营的企业作为附属企业直接隶属于母公司瑞马斯特 AB。

— 这样我们能使命链条变得更简单，并能简化隶属结构，从而和现在相比，更容易把财务和经营业绩下放到每个报告部门，Pernilla说。

这样做有什么好处？

— 好处很多，实际上。这样我们能使命链条变得更简单，并能简化隶属结构，从而和现在相比，更容易把财务和经营业绩下放到每个报告部门。

— 不过，最明显的是我们能按照预先确定的共同目标来衡量每个部门的业绩。每个组织将更接近自身的关键数字，并能更好地理解这些数字，从而能加快日常经营中的决策速度。

— 从整体层面上，我们将能够按照某些简单的关键数字来衡量经营效果和业绩，这样我们就能在瑞马斯特集团的内部进行各个部门之间的业绩比较，也可以和竞争企业相比。

这是不是竞争更激烈所造成的结果？

— 不，直接原因并不一定是严峻的市场，而是我们现在在全球市场上面临的竞争风险和以前不同了。现在，我们的任何一次报价都必须包含那些能吸引客户选择我们的综合要素。

— 这当然和价格及不同的质量指标有关，但也取决于客户是否认为我们能为他们创造附加值。

但是不是同样可以说，我们现在的竞争方式和十年前不同？

— 是的，我们当然是这样的。全球化是一个现实，我们过去一向善于在变化的市场中适应新的情况。

— 我认为现在我们必须开拓视野，努力以更先进的方法靠近客户和市场，同时保持我们的传统和良好的业绩。

您这么说的含义是什么？

— 我是说，我们必须找到新的方式来提供瑞马斯特的全套产品与服务。和我们的竞争对手相比，我们拥有市场上别的企业所不具备的一些独特的能力。除了那些很明显的方面，比如我们生产配线、电气系统、电子和机械产以外，我们能通过在瑞典、波兰或中国提供产品，让客户能够自己选择价格区间。

— 此外，我们有一个技术高超的开发部，凭借这一点，我们不仅能开发定制的新电气系统，还能对现有系统进行改进和调整。我们还有能力通过开发新产品来对客户提供支持，比如我们独特的PDU riFuse和通用型Ag-riCab驾驶室。

— 这一点，以及我们丰富的经验和广泛的能力是瑞马斯特集团的实力所在，也是我们需要传递的信息。这就是我们迎接未来的方式，Pernilla Norman总结说。 ■



## Rimaster & Mecalac!

Mecalac, formerly known as Ahlmann, is a long term Rimaster customer. Now, the scope of business is being both deepened and further widened as it was agreed in the autumn of 2014 that Rimaster will support Mecalac with electrical systems and cablings for additional excavator families.

Mecalac，以前称为Ahlmann是瑞马斯特的一个长期客户。现在，随着业务范围的进一步扩大，瑞马斯特将为Mecalac的新挖掘机系列提供支持。



# Christmas in “riWorld”

*As this is a winter issue of Riview, Christmas is either imminent or has just passed.*

*Let's take a look on what Christmas traditions we have throughout our “riWorld”...*

**Starting in Belgium, Kristel Olislager, who is Logistics and Quality Manager for Rimaster Benelux talks about a typical Belgian Christmas:**

– What I would say is typical in Belgium, is that the Christmas tree is already decorated before Christmas. It is so cosy it is to see a nice Christmas tree when you arrive at home after a working day, already dark outside but with nice lights in the tree!

– On Christmas Eve, we always spend it together with our families, ranging from grandmother to children, sisters and parents. We meet, eat home-prepared food, either a number of different small things like a buffet or like a whole menu.

– As I like to cook, the food is always prepared by me. It is very nice to have the families together, eating and talking for a few hours with a good glass of wine to go with the meal. After dinner, we talk and enjoy some Christmas music while we, of course, also we all give each other Christmas gifts.

In some regions in Belgium, people go to the church at midnight on Christmas Eve, to attend a Christmas mass.

– When I was a child we always did this, but in the region of Heusden-Zolder, where I live now, it is not a common thing any more.

– On Christmas Day, we relax. We might go and visit some elderly relatives and then we go home and watch a nice movie at home with the kids.

## Poland

**– In Poland, Christmas is a very special time, full of charm, especially when it is white and snowy, says Sylwia Langowska, procurement specialist with Rimaster Poland.**

– It is celebrated in very traditional and religious way, where the most important day is Christmas Eve. In the morning 24 of December, we decorate our Christmas tree, with lamps and colourful baubles. When the evening comes, we gather the family, to have a very festive Christmas Eve supper. It begins with sharing a wafer, and wishes for each other.

Supper traditionally consists of twelve dishes that symbolize the twelve months of the coming year. Each is supposed to taste each dish hoping that it will bring good luck for a whole year. Among the dishes are carp, split peas and cabbage, herrings, dumplings with cabbage and mushrooms.

A very specific dish, called “kutia” in Polish is also traditionally to be found on the Christmas dinner table. Kutia is usually prepared from wheat or pearl barley, poppy seeds, honey, nuts and dried fruits. There is also a beautiful tradition of leaving an empty place at the table, ready for an unexpected guest.

– After supper we usually sing some carols, and children open their presents, which were put under the Christmas tree by Santa Claus. Very traditional is also a Midnight Mass in church, which commemorates the expectation for new born Jesus.

– In essence, Christmas in Poland is a family and religious holiday, summarizes Sylwia Langowska.

## China

**In China, where only about one percent of people are Christians, most people know only a few things about Christmas. Because of this, Christmas is only often celebrated in the major cities.**

In these big cities there are Christmas Trees, lights and other decorations on the streets and in department stores. Santa Claus is called ‘Shen Dan Lao Ren’ and has grottos in shops like in Europe and America.

Only a few people celebrate Christmas. If people do have a tree at home, it is normally a plastic one and might be decorated with paper chains, paper flowers, and paper lanterns (they might also call it a tree of light). The Christmas Trees that most people would see would be in shopping malls!

People who are Christians in China go to special services. Going to Midnight Mass services has become very popular.

A funny thing is that most of the world's plastic Christmas Trees and Christmas decorations are made in China, but a lot of the people making them might not know what they are for!

A tradition that's becoming popular, on Christmas Eve, is giving apples. Many stores have apples wrapped up in colored paper for sale. People give apples on Christmas Eve because in Chinese Christmas Eve is called ‘Ping An Ye’ (which means quiet or silent night) and the word for apple in Chinese is ‘Ping Guo’ which sounds similar.

*Merry Christmas  
and  
A Happy New Year!*



## Sweden

Around Christmas time in Sweden, one of the biggest celebrations is St. Lucia's Day on December 13th. Saint Lucia was a young Christian girl who was martyred, killed for her faith. Saint Lucia's Day is now celebrated by a girl dressing in a white dress with a red sash round her waist and a crown of candles on her head. Lucias visit hospitals and old people's homes singing a song about St Lucia and handing out 'Pepparkakor', ginger bread cookies.

Though, the main Christmas festivities take place on Christmas Eve when families meet at home and the main Christmas meal – 'julbord' – is eaten.

This is traditionally a buffet, with a lot of dishes, ranging from cold fish to roast beef, ham – 'julsinka' – meatballs and oven-roasted pork ribs. Vegetables such as potatoes and red cabbage will also be served. There is also a tradition, at least among the elderly, to serve bread that is dipped in the juices that are left over after boiling the ham.

To the 'julbord' is often served beer, or red wine, but a very traditional starter is 'glögg' which is sweet mulled wine resembling the Austrian 'glühwein'. In the afternoon, presents are normally exchanged as they have been waiting under the Christmas tree for a few days.

In Sweden, presents are traditionally to be brought by Santa Claus – 'Jultomten' – and at least the younger kids are always just as puzzled to why dad leaves home to go and buy an evening paper just before Santa arrive, missing him every year...



*Merry Christmas  
and  
A Happy New Year!*

## France

In France, a crib is often used to help decorate the house. As well as having the normal nativity figures in them, French scenes also have figures such as a Butcher, a Baker, a Policeman and a Priest.

Yule Logs made out of Cherry Wood are often burned in French homes in certain regions. The log is sprinkled with red wine to make it smell nice when it is burning. There is a custom that the log and candles are left burning all night with some food and drinks left out in case Mary and the baby Jesus come past during the night.

In France, Santa Claus is called Père Noël – 'Father Christmas'. In eastern France he is accompanied by Le Pere Fouettard, a man dressed in black.

He might be the same person as Zwarte Piet in Holland.

In France as well, Christmas is a feast with a focus on good food. The main Christmas meal, called Réveillon, is eaten on Christmas Eve or on Christmas morning after people have returned from the midnight Church Service. Dishes might include roast turkey with chestnuts or roast goose, oysters, foie gras, lobster, venison and cheeses. For dessert, a chocolate sponge cake log called a bûche de Noël is normally eaten.

Despite not being a primarily Christian country, a prestigious Christmas tree can be found in many of China's hotels and shopping malls, like this one that the Rimaster Managing Group found in their hotel in Ningbo.





## riWorld中的圣诞节

因为这是一个“冬季问题”，圣诞节在许多国家已即将来临并且正在进行中，在“瑞马斯特世界”有着不同的传统。

从比利时开始，瑞马斯特荷比卢地区的物流和质量经理Kristel Olislager谈到了典型的比利时圣诞节：

— 我认为比利时的特点是，在圣诞节之前就开始装饰圣诞树。在你结束一天的工作回到家，看到漂亮的圣诞树，那会是多么的惬意，虽然外面天已经黑了，但树上却有美丽的灯！

— 在圣诞夜，我们总是和家人在一起，包括祖母、子女、姐妹和父母等。我们聚在一起吃自己做的饭，或者是向自助餐那样的小食，也可以是一顿完整的大餐。

— 因为我喜欢做饭，总是由我来准备食物。和家人在一起真好，我们就着佐餐的美酒，一连几个小时边吃边谈。吃完饭后，我们会一边聊天，一边享受圣诞音乐，当然，我还会互赠圣诞礼物。

在比利时的一些地区，人们会在圣诞夜前往教堂参加圣诞弥撒。

— 我小的时候经常这样，但在我现在居住的Heusden-Zolder地区，这种活动已经不常见了。

— 在圣诞节那天，我们会放松自己。我们可以摆放一些年老的亲戚，然后回家和孩子们一起看一场好看的电影。

### 波兰

— “在波兰，圣诞节是一个非常特殊的时间，充满了魅力，特别是在白雪皑皑的时候”，瑞马斯特波兰公司的采购专员Sylvia Langowska说。

— 人们以非常传统和宗教的方式庆祝这个节日，其中最重要的是圣诞前夜那天。在12月24日那天的早上，我们用灯和五颜六色的小玩意装饰圣诞树。在夜晚来临时，我们一家人团聚在一起，享受非常有节日气氛的圣诞夜晚宴。晚宴从分享威化饼和彼此互相祝福开始。

晚宴通常有12道菜，象征来年的12个月。每道菜每个人都要尝一尝，以祝愿一整年都会带来好运。菜品包括鲤鱼、豌豆、卷心菜、鲱鱼、卷心菜饺子和蘑菇等。有一样波兰特有的，波兰语叫“kutia”的菜也会出现在圣诞节的餐桌上。Kutia通常是用小麦或薏米、罂粟种子、蜂蜜、坚果和干水果做成的。还有一个很好的传统，就是在餐桌上为“不速之客”留一个空位。

— 晚宴后，我们通常会唱圣诞颂歌，孩子们会打开他们的礼物，这些礼物由圣诞老人放在圣诞树下。午夜在教堂举行的弥撒也很传统，这是为了纪念耶稣的诞生。“从本质上说，波兰的圣诞节是一个家庭和宗教节日”，Sylvia Langowska总结道。

### 中国

中国基督徒只占人口的分之一左右，因此大部分人对圣诞节知之不多。因此，通常只有大城市的人才过圣诞节。在这些大城市的大街上和百货商店中有圣诞树、彩灯和其他装饰物。

Santa Claus被叫做“圣诞老人”，和欧洲与美国一样，商场里也有圣诞老人小屋。

只有少数人庆祝圣诞节。即使有人在家里有圣诞树，通常也是塑料做的，可能会用纸带、纸花和纸灯笼（他们也可能把它称作灯树）装饰。大部分人是在商场中看到圣诞树的！

中国的基督徒会参加一些特殊的活动。现在很流行参加午夜弥撒。

有趣的是，世界上大部分塑料圣诞树和圣诞装饰物是在中国生产的，但很多生产这些产品的人可能并不知道它们的用途！

有一个圣诞夜传统现在变得很流行，那就是送苹果。许多商场用彩纸将苹果包起来出售。人们之所以在圣诞夜送苹果，是因为在汉语中，“Christmas Eve”被称作“平安夜”（意思是安静或沉默的夜晚），而汉语“苹果”这个词的发音和“平安夜”的发音相似。

圣诞快乐  
新年快乐





圣诞快乐  
新年快乐

## 瑞典

在瑞典，圣诞节前最大的庆祝活动是12月13日的圣露西亚节。圣露西亚是一个年轻的基督徒女孩，她因死于自己的信仰而成为殉道者。现在，在庆祝圣露西亚节时，年轻的女孩会穿上白色长袍，腰缠红腰带，头戴烛冠。这些“露西亚”们会来到医院和老人的家，唱起关于露西亚的歌，并送出“Pepparkakor”，一种姜饼。

当然，圣诞节的重头戏还是发生在圣诞夜，这时家家户户会团聚在一起吃圣诞大餐“julbord”。

按照传统，这应该是一次自助餐，有很多菜品，包括冷鱼、烤牛肉、火腿（julsinka）、肉丸子和用烤箱烤出的猪排等。土豆和红卷心菜等蔬菜也会提供。至少在老人中间还存在这样一种传统食品，就是把面包浸在煮火腿剩下的汤汁中。

在“julbord”中通常会啤酒或红酒，但最先上的是一种非常传统的甜热葡萄酒，称为“glögg”，类似于奥地利的“glühwein”。下午通常是交换礼物的时间，这些礼物已经在圣诞树下放了好几天了。

在瑞典，按照传统，礼物应该有圣诞老人（Jultomten）带来，至少对于孩子们来说，他们总也不明白，为什么爸爸总要出门买一张晚报，然后正好在圣诞老人到来之前赶回家，让他们每年这时候都想念他...

## 法国

在法国，通常用圣诞马槽来装饰房子。除了有常见的圣诞人物以外，法国的圣诞马槽中还有屠夫、面包师、警察和神父等人物造型。

法国的家庭通常会烧樱桃木做的圣诞圆木。圆木上洒有红酒，烧起来味道很好闻。作为一种传统，圆木和蜡烛要烧一整夜，并且要留下一些食物和酒，因为圣母玛利亚和他的婴儿耶稣可能会在夜间路过。

在法国，圣诞老人被称为“Père Noël”，即圣诞爸爸。在法国东部，圣诞老人还有一个叫“Le Père Fouettard”的同伴，这是一个穿着黑衣的男子。他可能和荷兰的Zwarte Piet是同一个人。

圣诞大餐被称作“Réveillon”，通常在平安夜，人们从午夜的教堂仪式返回后，或者在圣诞节的早晨开始。菜品可能包括烤火鸡配栗子或烤鹅、牡蛎、鹅肝酱、龙虾、鹿肉和奶酪。甜品通常是巧克力海绵蛋糕，法语称作“bûche de Noël”。

尽管不是一个以基督徒为主的国家，在中国的许多酒店和商场中仍能见到庄严的圣诞树，就像瑞马斯特的管理群在他们在宁波的酒店里发现的这一颗。



## Rimaster Poland:

... *business is booming in Poland!*

— “波兰的业务目前蒸蒸日上，我们需要再雇一些员工”

— Business is booming in Poland, and again we need to hire additional staff, Iwona Uszakiewicz, Managing Director for Rimaster Poland, says.

— To cope with an increase in demand, we have had to go up to a full three-shift production in both our units, Czaplinek and Borne as well.

High demand on production in both Polish units has lead to a need to find new ways to organize production. Plans are well advanced for a more “Lean”-adapted production flow, while the next step will be to incorporate a “Lean”-philosophy in all operations, from “door to door”.

On the technical side, Rimaster Poland has designed and built in-house an infrared heating machine for shrinking tubes, to be built and sold to other Rimaster units as well.

— For the near future, we are waiting for some customer audit reports. This is very interesting, as we are talking with totally new customers and we are very hopeful, Iwona Uszakiewicz summarizes the current status for Rimaster Poland. ■

### 波兰

— “波兰的业务目前蒸蒸日上，我们需要再雇一些员工”，瑞马斯特波兰公司的董事总经理Iwona Uszakiewicz说。

— 为了应对增长的需求，我们在Czaplinek和Borne的生产部门已进入三班倒满负荷生产阶段。

由于波兰的两个生产部门的生产需求都提高了，这就需要找到新的方式来组织生产。目前为更加“精益”化的生产流程提前做好了规划，下一步将是把所有“精益”理念应用到所有作业，做到从“门到门”。

在技术方面，Rimaster波兰公司自行设计并生产了用于热缩管的红外线加热设备，并将生产和销售给瑞马斯特的其他部门。

— 对于不久的将来，我们正在等待某些客户的审计报告。这非常有趣，因为我们正在和全新的客户沟通，并且我们满怀希望，Iwona Uszakiewicz对瑞马斯特波兰公司的现状做了总结。 ■



## All units within the Rimaster group are now certified towards ISO 14001

Last spring, a project started at Rimaster in Söderhamn and Horn with the goal to certify both units towards ISO 14001 during the fall. The certification audit took place in late October and passed.

Lars Lundberg, quality manager at Rimaster in Söderhamn, has been the project leader:

— I am very satisfied with the result of the conducted audit and I would especially like to thank to all the colleagues who have contributed to the project. It feels great that we now have showed that we are working systematically with our environmental work at our units in Söderhamn and Horn.

Peter Haglund, quality manager in Rimaster AB:

— It is of course extremely important for us to constantly work on improvements in our operations and the area of environment is absolutely no exception. That our units in Söderhamn and Horn now are certified against ISO 14001, like all other units within Rimaster, is very satisfying.

All units within Rimaster are since long certified against ISO 9001. Now, with the ISO 14001 certification of the units in Söderhamn and Horn, all production units are certified towards both ISO 9001 and ISO 14001. ■

## 瑞马斯特集团的所有部门目前均已通过ISO 14001认证

去年冬季，在瑞马斯特在Söderhamn和Horn的分公司启动了一个旨在使两个部门在秋季通过ISO 14001认证的项目。认证的审核在10月下旬开始，并已经通过。

瑞马斯特在Söderhamn的质量经理Lars Lundberg担任项目领导：

— 我对已进行的审核非常满意，特别要感谢所有对项目作出贡献的同事们。我们现在已经证明，我们正在Söderhamn和Horn的部门系统地进行着环境工作。

瑞马斯特 AB的质量经理Peter Haglund说：

— 对我们而言，不断地努力改善我们的经营情况当然十分重要，而环境领域的工作也绝对不容忽视。我们在Söderhamn和Horn的部门现在已经通过了ISO 14001认证，和瑞马斯特的其他部门一样，这令人十分满意。

瑞马斯特的所有部门早已通过ISO 9001认证。现在，随着Söderhamn and Horn的部门通过了ISO 14001认证，所有生产部门都已经通过了ISO 9001和ISO 14001双认证。 ■