



## EDITORIAL

In the past few years I have had the honour of writing a number of editorials. It was always a pleasure for me to express my thoughts, first for the "Doppelpunkt" (the colon) and then for the "Einblick" (insight).

Today will be the last time. Not that I'm not being allowed to write any more. Traditionally, the CEO writes the editorial, and I am handing over this position. With my shift to our family holding, the fifth generation of our family is taking over the day-to-day leadership of Oskar Rüegg AG. You can read about this important step and our thoughts about it on the title page.

As a supplier of machines, the company Bihler has been by our side since the 1960s. The possibilities provided by the machine are enormous. Accordingly we were able to acquire significant know-how. Alongside the many benefits, the significant disadvantage is that the machine takes a long time to install. With the newest version which is fully NC-controlled this drawback is overcome, and we are now capable of manufacturing even smaller unit items. It is a sign of innovation that we were able to acquire the first machine of this type in Switzerland.

Precisely because of this we are really delighted that we are in on the new headlights in LED technology and are allowed to supply the pivotal mirror shutter for a whole range of premium brands.

A great challenge which we are glad to accept.

We are always delighted when our employees express an interest in the company that goes beyond their work and a desire to understand all contexts comprehensively – even when their immediate work doesn't necessarily require it. Accordingly, Oskar Rüegg AG contributed to the costs of a trip and provided an insight into the workings and culture of Bulgaria. You can learn more about this on our "inside"-page.

Ok, that's it. I am very grateful for how well we have worked together and would be delighted if you place as much trust in my son as you did in me.

  
Eduard Häny, CEO

## Next Generation at Oskar Rüegg AG

For some SMEs succession planning is a stumbling block. There are a number of prerequisites for it to succeed. Many myths and false conceptions cloud the taking over of a company by a son or daughter. Since the last handover at Oskar Rüegg AG many things in the world have definitely changed, and to merely copy the previous change of generations will not work. Ultimately, it depends on the people involved.



The myth "The first generation builds it, the second preserves it and the third destroys it" is not sufficiently meaningful for potential successors in the fourth and fifth generation. Also, the statement "He was born in a ready-made nest and doesn't really have to achieve anything" reflects a rather modest standard and level of education. All the other silly proverbs contradict our family principles.

In our family, the prerequisite for taking over responsibility for the company has always been for the successors to receive a solid, good education and to be suitable for the position. Perhaps even more than before, for me it was hugely important that my son also really wanted it. Surely he wouldn't have if he hadn't had that burning feeling for the welfare of the company.

I believe it was very good luck that in the case of my son Gregor everything fitted. Probably the spark was transmitted thanks to my enthusiasm for the company and the constant "company" topic at home, the visits to the manufacturing plant as a young child accompanied by his father, the holiday jobs and many other things. Of course talent and character traits are a matter of luck, which is certainly also required.

One thing became clear quite quickly. We are not a father-son leadership team. Therefore, I will withdraw entirely from day-to-day operations and will be active in the Holding. Whenever required, I will be available with my advice. What has become clear is that although we have different characters our thinking differs very little.

My son will do some things differently – I think in a more modern way and more suited to his personality. He has a great number of good ideas and is full of zest for action. For me personally it is much more than succession planning. It is a great step into the future. Simply the Next Generation Oskar Rüegg AG.

Eduard Häny, CEO



# Fulfilling short-term customer requests "faster perfect"

Strengthening the production: The global market's demands on the metal-processing industry are becoming more and more complex, and the need for intelligent machining solutions is growing. Oskar Rüegg AG counts on the modern technology of the Bihler machines. Since October 2014, we are manufacturing with the newest Bihler innovation – the Bihler-GRM-NC machining system.

### Technology is constantly developing

The radial wire and volume curving machines, which we have used for over fifty years, are being replaced and supplemented by new technology. Investing in optimising machining technology enables us to expand our portfolio. Not only new projects, but even our long-standing products are now being manufactured by means of the new machine. This gives us greater flexibility thanks to smaller batch sizes and less stoppages due to shorter installation periods. Lower stocks and less fixed capital result in reduced overheads – the investment altogether presents more efficient possibilities of production and the potential to explore new business areas by means of greater product diversity.

### Producing small-scale series more economically

This new technology offers decisive advantages for new machining possibilities in the area of precision components made from wire and strip materials and greater economic efficiency thanks to shorter periods of set-up and tool changeover. The machine system for radial and linear processing concepts permits a freely programmable adjustment of feed length, working stroke, stroke and stroke position as well as movement profiles. The punching and forming machines can be positioned by means of the NC positioning unit in both a radial as well as a linear position, then saved in the tools programme and reactivated. The NC-controlled servo-spindle press GRM-NC has an integrated press force and storage temperature monitor. Maximum output is possible at any time and in each stroke position.

### New business and professional perspectives

Thanks to the modern, innovative technology the work place is becoming more attractive. Apart from realising efficiency and cost-effective production options, our goal was also to attract young employees with up-to-date, modern technology.

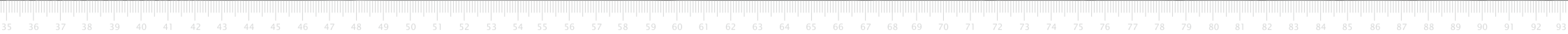
Jaroslava Rosipalova, Head of Internal Purchasing

This permits more flexibility than  
and less stoppage



### High-lights

- Flexible and efficient production of small-scale series
- Reducing equipment overheads
- Increasing output through faster clock cycles
- Very short set-up and tooling periods
- Easy and reproducible control
- Modern work place for young employees



# Mirror shutter assembly / Innovative E-Light technology in full LED motor vehicle headlights

The European Union has designated the dipped headlights module with light-emitting diodes (LED technology) as an "Eco-innovation". With this decision, the European Commission acknowledged that this innovation serves as an important contribution to reducing CO<sub>2</sub> emissions of motor vehicles.

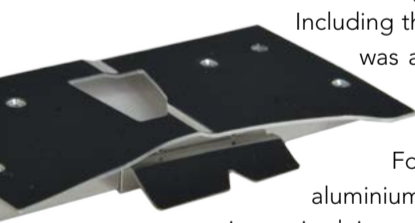
Motor vehicles which are equipped with the LED light module in both headlights emit at least 2 g CO<sub>2</sub>/km less into the environment. Simultaneously, driving safety on the road is increased due to the higher quality of light emitted by the LED light source. These new LED modules are already being used in the headlights of the new Mercedes S and C class, the Peugeot 308, the BMW 2 Series Active Tourer and the Audi TT.

anks to smaller batch sizes

ges due to shorter installation periods

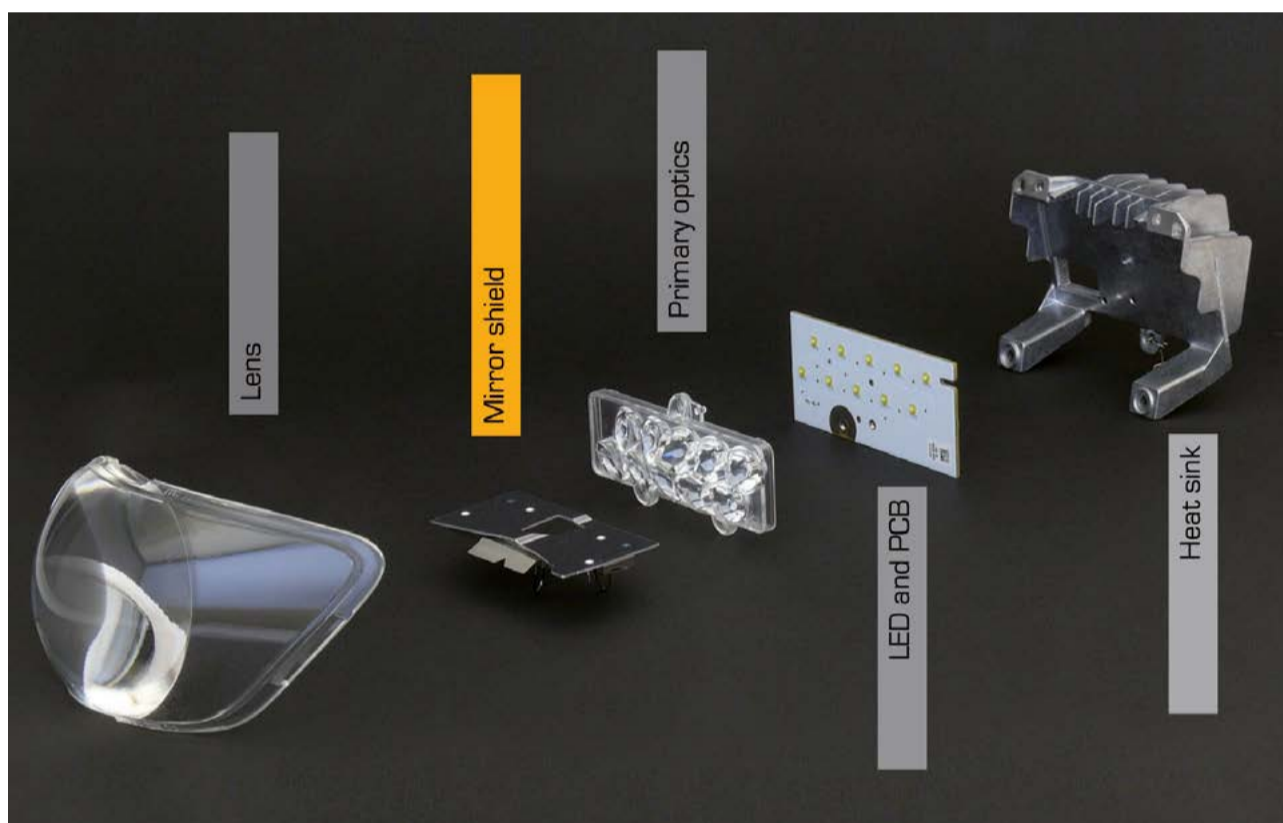
An important component of this light module, the mirror shutter assembly, is manufactured by Oscar Rüeegg AG. It consists of two complex punched curved parts, the mirror shutter and the reinforcing plate, which ensure various functions in the light module. The mirror shutter is made from high-quality aluminium with a mirrored surface and reflects the light emitted by the LED through the lens directly onto the street. The reinforcing plate is made from a spring-resistant and rust-proof premium steel, in order to secure the stability and fixation of the mirror shutter assembly without any additional screws or rivets.

To secure the high standards of this assembly during series production, our client Automotive Lighting included us in the manufacture-related production development early on.



Including the raw material suppliers early on was also an important way to guarantee that the high functional standards are fulfilled.

For the mirror shutter a high-quality aluminium with a mirrored and hard surface is required, in order to ensure consistent and optimal exploitation of light. For the reinforcing plate a rust-proof spring-resistant steel with high solidity is required, to ensure fixating and stability. Both the punched curved parts



are fitted together in a form-fit manner without additional rivets.

Based on the physical possibilities during material processing and in order to achieve a market-driven piece price, the optimal raw material, optimal manufacturing tools (punching-curving tools), the optimal purification processes and an appropriate packaging strap were developed in consultation with the customer, in order to be able to manufacture the high-quality surface of the mirror shutter during the whole production process at any time in a reproducible manner and without scratches and impurities.

Furthermore, it has been proven that building a close and interactive cooperation with the customer and suppliers is

the key to a fast project implementation and an outstanding batch product. In the case of this project, the innovative Automotive Lighting E-light module, this worked out excellently right from the time of the product development phase.

Markus Ebnöther, Key Account Manager



E-light module.



S-class option by Mercedes-Benz with the E-light.

## Bulgaria – "Oskar Rüegg" employees on a journey of discovery

Bulgaria is known for the Black Sea, colourful national costumes and ring dances. Hospitality comes naturally to Bulgarians. The employees of Oskar Rüegg AG were able to personally experience all these benefits offered by Bulgaria.

At the beginning of October a group of eight travellers set out for Bulgaria, to Stara Zagora, where Oskar Rüegg Bulgaria is based.

The group, consisting only of men by the way, enjoyed its first dinner together at the "Chevermeto", a traditional Bulgarian restaurant in the centre of Stara Zagora. Live music and local dances immediately lightened the atmosphere. The gentlemen were especially thrilled by the generous portions and the warm nature of the Bulgarian waiters and waitresses.

One of the main goals of the journey was for employees to have a live experience of the plant in Bulgaria, which became a reality on Friday morning. They explored Oskar Rüegg Bulgaria along with production head Renato Hochstrasser (factory walkabout and information on the local conditions).

"Oskar Rüegg Bulgaria is extremely clean, modern, and is immediately visible in the rather forlorn landscape. Simply a beautiful building," Fridolin Bernet admired the plant.

As the Swiss guests were also very interested in Bulgaria's cultural background, the tour was followed by a bus trip

across the Shipka Pass. After one and a half hours they reached the town of Gabrovo. The open-air museum Etera includes houses with manual workshops, water facilities and other buildings that are typical of Bulgaria. The group concluded the day with a delicious meal and a Raki – the Bulgarian spirit.

On Saturday, the day before departure, our group left Stara Zagora and drove to Plovdiv. The heritage-protected old town of Plovdiv has been preserved very well. Different eras can be explored in a narrow space, while feeling the atmosphere of the town from the time of the National Revival and the ancient buildings which are integrated into its modern life. Another highlight was the visit to the vineyard in Starosel – a state-of-the-art vineyard with a wine cellar which was the stuff of dreams. "If I won the lottery, I would reproduce this wine cellar," says Demis Höhner about the visit to Starosel. At the end of the day, the travellers reached Sofia, where they spent the rest of the evening together and drank a toast to their experiences, before returning back to Zurich on Sunday.

The eight "Oskar Rüegg" employees agreed on one thing: Everyone who hadn't come had definitely missed something.

Anja van Hassel, Assistant to the CEO



Travel guide Laura Gardeva and the travel group.

"Oskar Rüegg Bulgaria  
is extremely **clean,**  
**modern,** and is immediately  
visible in the rather forlorn  
landscape.  
Simply a **beautiful**  
**building.»**

### More INSIGHT

Would you like to contact us? You can find us as follows:

PUBLISHER  
OSKAR RÜEGG AG  
Communication  
Buechstrasse 18  
CH-8645 Jona  
oskar.ruegg@oskar-ruegg.ch  
www.oskar-ruegg.ch

