



## EDITORIAL

Everybody knows that: Requirements, and not only in the automotive industry, are constantly increasing. There is also constantly increasing price pressure. These components form an explosive mix. It needs something more than just greater efforts to overcome these challenges and yet still earn enough to enable investments in the future.

We have accepted the challenge: A second large project in what is still a long list has been completed.

With the implementation of our professional project management, we have taken a large step in the direction of efficiency and performance improvement. For once, the key to success was not in the removal but the creation of four full-time Project Manager positions.

Together with a "State of the Art" project management manual and new processes, we think that we are very well prepared for the future and can provide real added value for our customers.

We are of course honoured that we were able to participate in such an important project as the touch pad for the new Mercedes C and S classes and that at the early stage of the development phase. The technology is challenging and the time was pressing, as always. We were able to demonstrate a large number of our competences at the same time.

How important established reliability is can be seen in the interview with Mr. Torsten Evertz, Material Group Manager at Hella. Reliability and partnership are important values for us. We have already been working this way for generations. Despite this, they cannot be taken for granted and must be proven over and over again. We are committed to doing that. Probably also because we are a family business.

I hope you enjoy reading this magazine.

  
Sincerely  
Eduard Häny, CEO

## Project management at Oskar Rüegg AG

Due to product life cycles becoming shorter and increasing competitive pressure, technically complex products have to be launched on the market more and more quickly. Our customers face great challenges with this. Oskar Rüegg AG has implemented a project management process for customer projects to specifically support them in this. It is based on the standards of the International Project Management Association (IPMA), the specific requirements of the automotive industry and our experience from completed projects.



The success of any project is highly dependent on the skills of the project manager. Both "hard skills" such as project planning, budgeting, quality management and sector-specific technical knowledge as well as "soft skills" such as communication, knowledge transfer and individual experience are important capabilities for successful projects. Therefore, a basic requirement for our project managers, among other things, is IPMA certification.

Mastering complexity means first understanding the subject and looking for appropriate solutions with the customer. Therefore, our project managers are already confronted with customer requirements in an early phase of the tendering process and are part of the solution. This also contributes to shortening the initialisation phase and also to reducing the "time to market".

The implementation of the individual project tasks is checked during the project control stage. Preventive action is important here. The progress of their tasks is discussed with the team members at regular status meetings. As a result, problems are detected in good time and corrective action can be initiated at an early stage.

Simultaneous risk management systematically identifies and analyses risks and their influence on the project. The project managers are thus able to proactively reduce risks or deal with the consequences.

Advanced Product Quality Planning (APQP) as part of the quality management is of course included in all phases of the project. This guarantees that the necessary transparency prevails at any time.

Reporting to the customer can be tailored very individually. It is very important to us to hold regular status meetings with the project managers of the customer. It is only in this way that working together as partners is possible and a fast, good information flow develops.

Markus Hofer, Head of Project Management





# The "Pole and Anchor" project

Safe operation of electronic elements in the vehicle while driving has become a challenge, from which all automotive manufacturers today can benefit. One elegant solution is the Touch Pad TP205 from Continental Automotive, positioned and integrated in the centre console of the new Mercedes-Benz C and S classes. It enables an active, haptic response by operation of the touch-sensitive surface.

Two important punching-bending parts, the pole and the anchor plate, for this instrument control system are produced by Oskar Rüegg AG. The company has been involved in the manufacturing development of the two punching-bending part assemblies from the very beginning. The pole and the anchor plates are an important guarantee for maintaining the magnetic field of the complex electronics of the touch pad to ensure the touch-sensitive surface. Using the touch pad technology, the driver can easily control and ensure the required functions and even write in four languages by touching the surface.

Tight tolerances and maximum quality requirements for dimensional accuracy and surface cleanliness must be ensured for these products during the entire manufacturing process. Our technical skills in raw material selection, punching and bending technology, assembly and inspection technology were needed. The objective was to manufacture as efficiently as possible and with maximum repeat accuracy. This was developed and documented using the APQP guideline to reliably master the different processes.

There were also some apparently small things which came to the fore for the reliable manufacture of these complex punching-bending parts: A special cutting oil is used so that thread can be formed in the progressive die. Special methods are applied to guarantee the required absence of swarf and cleanliness of the part. The spacer bolts are mounted in the anchor and the pole plates on product-specific assembly equipment. As it is often the case today, the very sensitive parts are transported in a special packaging.

Close and interactive collaboration with the customer right from the start was needed to realize the project in a very short time; on schedule and in line with quality requirements. This has also functioned exceedingly well for this project.

Markus Ebnöther, Key Account Manager



The pole and the anchor plates are an important guarantee for maintaining the magnetic field of the complex electronics of the touch pad TP205 to ensure the touch-sensitive surface.

"It is this solutions-focused  
the  
solution pro



Rotary indexing machine for fully automated assembly of the pole and anchor plate.



With the touch pad TP205, the navigation, the phone, the radio or the MP3 player can also be operated quickly, reliably and easily while driving whereby driver distraction is significantly reduced and driving safety is increased.



# Customer interview with Hella – successful collaboration

## Participants:

Mr. Torsten Evertz, Dipl.-Ing. (FH), Material Group Manager for Metal Parts

Ms. Melanie Tripp, Procurement of Mechanical Components, business unit "Light"

Markus Ebnöther, Key Account Manager

**M. Ebnöther:** How long have you been working with Oskar Rüegg AG now?

**T. Evertz:** I have known Oskar Rüegg AG for around ten years and we have now been working together really intensively for seven years. It began with the first full LED headlight for the Audi A8, the Audi D4 project, with the LED lens aperture and we have had more intensive discussions after my change to Procurement.

**M. Tripp:** I have been at Hella for almost ten years. I believe Oskar Rüegg AG has been a reliable business partner for myself for about three to four years and there has been really close collaboration in the metal area for one and a half to two years where your company is also now making a name for itself.

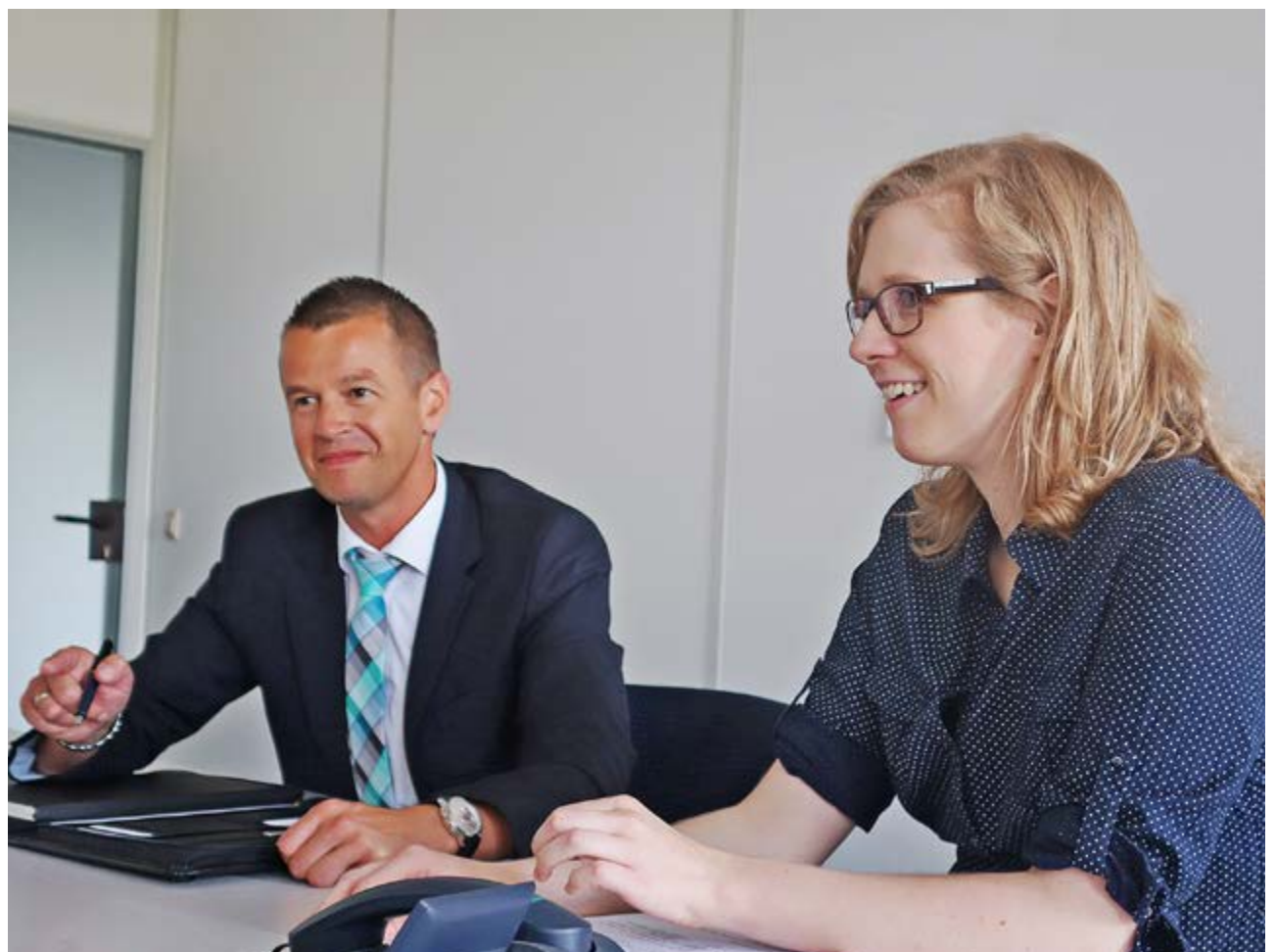
**M. Ebnöther:** What was the collaboration with Oskar Rüegg AG like during these years? Can you tell us about some highlights or also negative points?

**M. Tripp:** Deadlines have always been met. Collaboration has always been constructive and solutions-focussed. And of course reliability; this is actually the most outstanding characteristic. Thus, everything that is important for us.

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posals come immediately"

**M. Ebnöther:** What are the most important criteria for you for a sustainable and constructive customer and supplier partnership? You have already mentioned some, for example the deadlines. Are there other criteria?

**T. Evertz:** For us, it is the honesty with which you clearly tell us about what works and what doesn't when you have received our data and the enquiry. Not every supplier has that and this is what we want and need. We need suppliers who give honest feedback and tell us whether something works and not first accept the order and then say that it is not possible. It is honestly said if something does not function and then suggestions are made as to how something can be done. It is this solutions-focussed thinking that comes up with proposed solutions. This is what we very much appreciate and also what we need. If Oskar Rüegg AG says that we will obtain the first parts after sixteen weeks, we usually already have them after fifteen weeks. That becomes known after a certain time and then we can say with peace of mind: "We will now give this project, a critical project, to the company Oskar Rüegg AG". And then I also know that even if I hear nothing more for fifteen weeks it is up and running. These are important things for us.



Two satisfied customers of Oskar Rüegg AG: Mr Torsten Evertz and Ms. Melanie Tripp.

**M. Ebnöther:** How do you assess the Swiss market? What do you see and notice about it?

**T. Evertz:** I have already said that it is a dreamlike location. (laughs) It is no secret that Switzerland is a high-wage country. A lot of money is always a problem for the automotive sector. It is as simple as that. We just have to make sure we find the right products for it. As regards especially challenging things that are really important for us, or the subject of the first full LED headlights, we say that it is actually "irrelevant" – in quotes – what it costs; the important thing is that we are the first.

The best example is the heat sinks that you make. You were involved in a large part of the development where you supported us and were able to bring in the know-how. With the factory in Bulgaria where you have the assembly for one variant. That is ideal!

**M. Ebnöther:** Which part of the collaboration has stayed in your memory and why?

**T. Evertz:** Development and industrialisation of the LED lens apertures for the Audi A4 project, very good support in design and engineering, honest feedback for feasibility, on-time delivery of the series parts to date without any complaints worth mentioning.

**M. Ebnöther:** Which challenges have we overcome together? Which ones do we face?

**T. Evertz:** The industrialisation of highly complex parts such as sheet metal heat sinks and the D5S lamp holder has succeeded very well. There is certainly a major challenge in the comprehensive opening up of the only genuine growth markets of China and NAFTA in order not to be left behind. The pressure on costs is already high, but will still increase drastically.

**M. Ebnöther:** Where do you see our opportunities in the future?

**T. Evertz:** The components in the new generations of headlights are becoming increasingly more complex and the number of individual parts continues to increase. I see real opportunities for you there. Another opportunity is your factory in Bulgaria. If you expand the production there and, for example, also undertake punching, that is certainly a major plus. Opening up growth markets if it is approached correctly is certainly also an opportunity for a positive future for your company.

**M. Ebnöther:** Mr. Evertz, Ms. Tripp, thank you very much for the open, good discussion.

## Our project management specialists introduce themselves

They are the directors in the background – the project managers. They are not only the most important link between the customers and us. Also important are the planning, coordination, risk management and of course ensuring that all processes run correctly. It is clear that processes are important and necessary. Whether a project can be performed successfully depends on the people who are involved; however mainly on the directors: It is high time that we introduce you to these people in more detail.



**MARKUS HOFER**  
Head of Project Management

**Describe your area of responsibility and the daily challenges.**  
I am helping to reorganise project management. As a member of the Board of Directors, I am able to influence and actively change the processes. I lead the project management team and manage projects myself.

**What is a perfect day for you?**  
Being successful as a team.

**Complete the following sentence:**  
**Project management is ...**  
... planning and control of a customer order so that the project objectives (costs, deadline, quality) are achieved, the risks are minimised and the opportunities can be used optimally.

**What is the most important thing in project management?**  
Communication!

**What does Oskar Rüegg mean for you?**  
Constructive and solutions-focussed collaboration.

**What do you do in your free time?**  
Sport and family.



**ERICH ZIEGLER**  
Project Manager

**Describe your area of responsibility and the daily challenges.**  
As project manager, it is my task to act on-schedule, in line with the quality requirements and to focus on costs. Our customers rely on a smooth scheduling process. It is only in this way that no delay occurs for the end customer OEM (such as Daimler, Audi or BMW).

**What is a perfect day for you?**  
When I can meet the agreed deadline and we deliver on-time and with the required quality standard.

**Complete the following sentence:**  
**Project management is ...**  
... the complete support from the order until the handover of the series.

**What is the most important thing in project management?**  
The coordination of the tasks, the individual milestones in the organisation.

**What does Oskar Rüegg mean for you?**  
A leading provider of punched parts for the automotive industry.

**What do you do in your free time?**  
I enjoy being with my family.



**MICHAEL KOLLER**  
Project Manager

**Describe your area of responsibility and the daily challenges.**  
I am part of a new project manager team in a new process landscape. The first challenge is acceptance in the various lines – because the sense and purpose of project management is often not recognised and/or cannot be explained with simple words. This means creating trust with commitment and action. The second challenge is to operate within the shortest timescales as the order position is fortunately very good. The motto here is "Learning by doing". In summary: A new work environment, a new process, a new project management team and full order books – I am happy to accept the challenges!

**What is a perfect day for you?**  
No unknown project factors, a perfect schedule, a satisfied customer and also satisfied project team members.

**Complete the following sentence:**  
**Project management is ...**  
... coordination of the individual departments with each other to recognise and react to everything which may crop up during the complete duration of the project.

**What is the most important thing in project management?**  
The ability to form a functioning team from "lone fighters" and thus pool the advantages of individual people.

**What does Oskar Rüegg mean for you?**  
A new professional environment with exciting new challenges.

**What do you do in your free time?**  
Friends, sport, travel and sometimes just once in a while at home on the sofa.



**SAMUEL VOGRIN**  
Junior Project Manager

**Describe your area of responsibility and the daily challenges.**  
My area of responsibility includes the management of customer projects, internal projects and contact with the respective customers. I work on the planning and coordinate the various departments to successfully complete the project within the specified time. We face many different challenges every day such as the challenge of not losing track of the project.

**What is a perfect day for you?**  
A perfect day for me is when projects that I manage are completed without problems.

**Complete the following sentence:**  
**Project management is ...**  
... the link between the customer and Oskar Rüegg AG from the project takeover until clearance for production.

**What is the most important thing in project management?**  
Knowing the current state of the project so as to be able to act quickly and efficiently in the event of possible faults.

**What does Oskar Rüegg mean for you?**  
As I have already completed my apprenticeship as a multi-skilled technician at Oskar Rüegg AG and now have the opportunity to train myself further as Junior Project Manager, I see an opportunity to advance my career in the Oskar Rüegg company.

**What do you do in your free time?**  
A lot of sport, I do a lot of various activities with colleagues, read books or enjoy a comfortable evening watching television.

### More INSIGHT

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### SWISSTECH 2014

Our factory in Bulgaria – Oskar Rüegg Bulgaria Ltd. – presents its services in more detail at SWISSTECH from November 18th to 21st, 2014. Would you like to learn more about how a relocation can be performed successfully? Then visit us in Hall 1.2 at the stand H48 and take part in our exciting competition.