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#RAYVIEWS

NOVEMBER 2016 - N°2

ARaymond 
MORE THAN FASTENING

Mission Morocco – ARaymond sets up shop against the clock / P.14



GlobalWay: a program to
support and reinforce a
global identity /
P.07



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#DISCOVER

81.40€

Each new SUV
Jaguar F-Pace contains
a massive 81.40€
of ARaymond parts.



“Our objective is that our company meets its economic objectives, whilst respecting its business partners, employees and the environment. Since there are various ways of deploying Corporate Social Responsibility, ARaymond has included its principles in its strategy.”

ANTOINE RAYMOND,
CEO, ARAYMOND NETWORK



Starring automotive customers

With the aim of creating a client culture at every level, the newly launched Rayconnect Manufacturer Days are dedicated to the final customers we produce, often indirectly, parts for. The first days were organized in autumn 2015 for FIAT (20-21 November) and PSA (4-6 February 2016) with VW, Volvo, Renault and Ford to follow in the coming months. Attended by all teams on the QC product line, these are also an opportunity to see the finished result of weeks, months and years of hard work achieved with the manufacturers. ✕



See the “ARPortfolio” on
shARE for further information.



ARaymond goes viral

Since launching a comprehensive social media strategy, ARaymond has been making its web presence known. In third place, Facebook has attracted 1012 fans; in 2nd place, Twitter now has 1069 followers; and in 1st place, the 7 LinkedIn profiles have clocked up more than 3875 followers. ✕



Learn more about
ARaymond social media
platforms on shARE



The automotive sector in 2016 at a glance /

Around
90 million
light vehicles should be sold
worldwide in 2016 (forecast)*

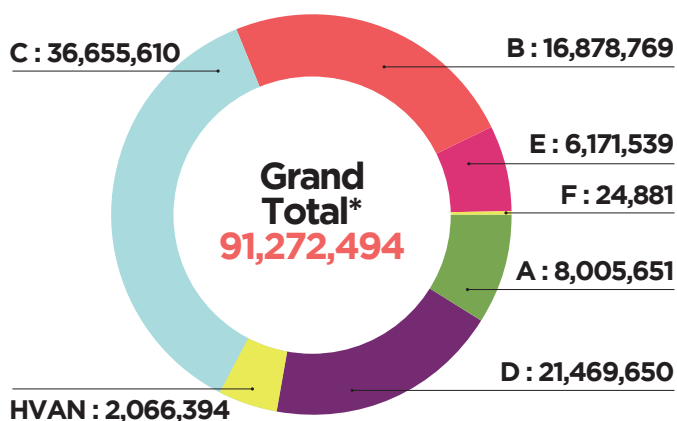
*SOURCE: IHS - SEPTEMBER 2016



Light vehicles
Worldwide sales
+ 1,5 % in 2015
+ 2,7 % in 2016
(forecast)*

*SOURCE: IHS - SEPTEMBER 2016

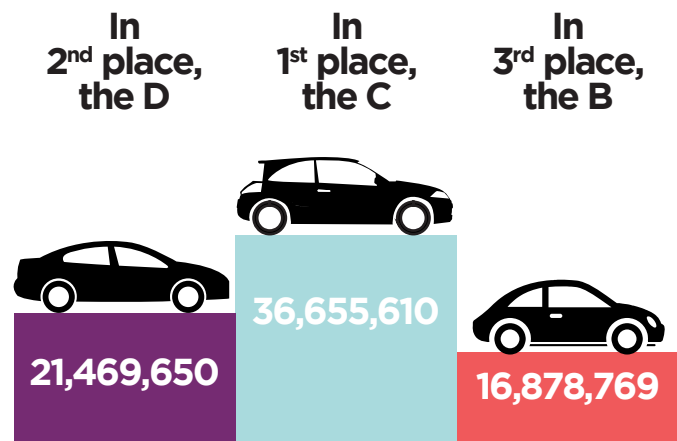
Light vehicles produced
per category in 2016 (forecast)*



A - Segment: Mini cars
B - Segment: Small cars
C - Segment: Medium cars
D - Segment: Large cars
E - Segment: Executive cars
F - Segment: Luxury cars
HVAN - Segment: Heavy Van

*SOURCE: IHS - AUGUST 2016

High performing segments
worldwide production in 2016
(forecast)*



*SOURCE: IHS - AUGUST 2016



#DISCOVER



Metal Mania / Canada

Last year, ARaymond Hamilton Canada employees not only celebrated their 150th anniversary celebrations, but also the official unveiling of the new high-volume metal stamping cell, a proud moment shared with Antoine Raymond and servant leaders from the Executive Committee. The flexible system, designed for maximum agility, was the product of a long-term collaboration between the Hamilton Canada plant and the ARaymond Global Metal Network. ❌

PICTURES



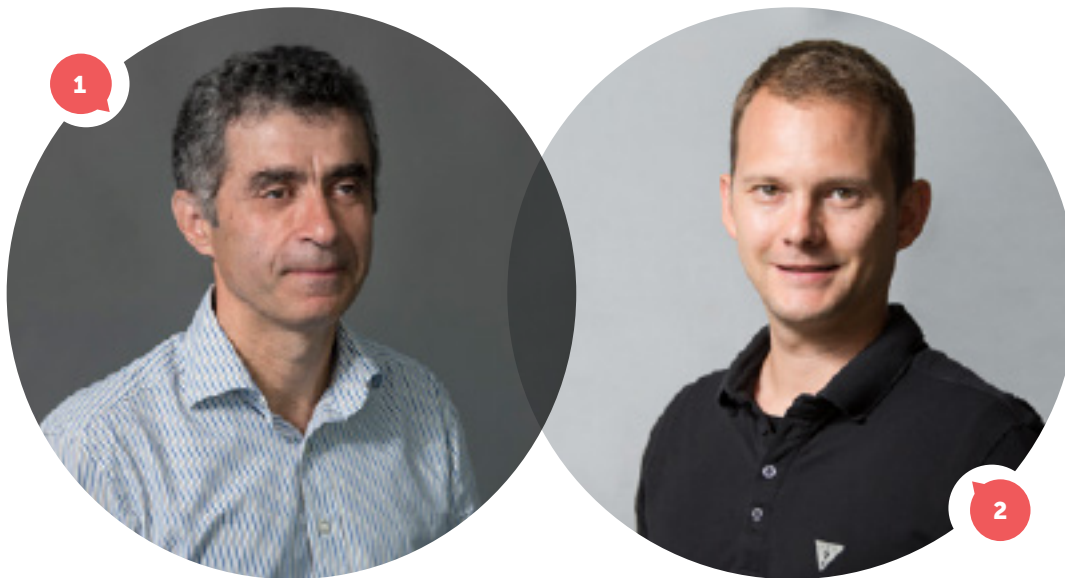
The Big Move / Germany

On July 28th 2016, ARaymond Germany successfully completed the mammoth task of moving its metal pre-production from Lörrach to Weil am Rhein, a complex process that began in October 2015. As well as building a new 31,200 m² production building for 320 employees, they also transferred 110 stamping and bending machines and 95 machine tools in an unprecedented move designed to improve internal processes and working conditions. ✖

Binding Innovation / Korea

On March 31st, ARaymond organized a TechDay in Korea to introduce innovative plastic, metal, QC and bonding solutions to provide market leader Hyundai & Kia with a superior choice of advanced fastening products. Held in the HKMC (Hyundai Kia Motors Corporation) R&D centre in Namyang, the event was organized by AR Korea with the support and technical expertise of the entire AR Network. ✖





1 — Jean Baptiste Chevrier
Operations Manager
at AR Energies in charge
of product and business
development, particularly
in Asia.

2 — Norman Philipp
Project manager at
AR Germany.

Empowering a small energy “start-up” to do big things

— AR Energies is a small team of just five members. Yet, size isn't everything. The start-up style company has big plans to take the renewable energy market by storm, focusing initially on photovoltaic parts. /

Why does AR Energies collaborate with other entities within the Network?

JBC — As a very small entity, AR Energies does not have the production tools or business development network to break into an international market such as photovoltaic parts. By collaborating with larger entities of the Network, we can develop a stronger market positioning and also ensure economic viability by producing large volumes.

Taking the example of the PowAR Snap®, how exactly did the collaboration with AR Germany work at an operational level?

JBC — To produce the PowAR Snap®, a clip used to attach photovoltaic panels, in large volumes at low costs, we joined forces with AR Germany.

Although at ARaymond, each independent entity usually designs and produces its own products, in this case, we worked together. AR Energies created the initial drawings and was responsible for quality and performance, but together we improved and produced the part. This was facilitated by the flexibility and professionalism shown by AR Germany.

NP — It was important to collaborate closely through conference calls and emails, as well as onsite meetings for tasks like approving the first produced parts. For the Intertek certification for the US market, on one hand, AR Energies clarified details of the specifications with Intertek, on the other and checked how to meet the specifications.

What does added value AR Germany bring to AR Energies? And vice versa?

NP — AR Germany primarily provides AR Energies with manufacturing know-how and the

capacity to produce parts for the energy market. In return, AR Energies gives AR Germany (and also other manufacturing units) the opportunity to grow beyond our traditional automotive market. AR Germany also provides engineering support based on its automotive experience, as well as its previous solar energy projects.

What is at stake with this kind of collaboration? What are the next steps?

JBC — We needed to define common business and production objectives in order to work effectively together. AR Energies also had to show collaborators how to operate in the dispersed

photovoltaic market involving numerous small players and generic parts. In the future, we hope to develop further collaborations to enable us to enter other markets such as in South America and China. This strategy involves creating local partnerships to produce and sell generic parts.

NP — Responsibilities had to be clarified and defined to ensure it was clear who was in charge of each task. The key is to submit relevant information to the right person at the right time. This kind of project is an experimental process for both parties, as we figure out what works best and what is important. For future projects, we will without doubt build on this positive experience. ✕

Taking the next steps

Keen to enter new markets and meet local needs, AR India and AR Energies came together to maximize the huge potential of the Indian solar energy market. The former provided the production capacity and market presence, the latter the technical photovoltaic experience. After completing a market study, the two entities hired a dedicated sales person and have been strengthening commercial partnerships.



#INNOVATE

GlobalWay A program to support and reinforce a global identity



1 — Why take on the multi-faceted challenge of deploying a company ERP?
Read on to find out.

2 — With 2,800 ARaymond employees already using the ERP:
discover more about its practical day-to-day applications.



3 — From the initial brainwave to the reality today,
step-by-step guide to how ARaymond implemented its ERP.



1990-2000

— The automotive industry was increasingly dominated by global groups looking to interact with one entity rather than local companies.

**2001**

— Collaborative workshops organized with French and German teams were an ideal opportunity to share best practises and decide what features and technology to include in the final solution.

**2003**

— The solution was rolled out in the French market and adapted to country specificities with support and expertise from Raynet.

**2000**

— To present a unified front to clients and coordinate processes, Antoine Raymond decided to replace the existing ERP in each companies with a global solution to reinforce ARaymond position as an international Network.

**2002**

— An ERP template for the core system, baptized GlobalWay, was developed in collaboration with French and German teams.

**Strategy**

— In an increasingly interconnected world, companies continue to globalize. It is more vital than ever for multinational corporations to harmonize their processes in order to work as one group with one vision. Find out how an “Enterprise Resource Planning (ERP)” helped ARaymond rise to the challenge.../

G

lobalization is having a massive impact on the automotive industry: in 90's there were 24 car manufacturers and by 2010 only 12. ARaymond evermore global clients would either rather work with a single entity than a series of local companies, which requires unified inter-country sales and development and easy access to information.

How could ARaymond achieve this?

— With a little help from an ERP. ERP stands for Enterprise Resource Planning and refers to business management software using integrated applications to collect, store, manage and interpret data about a company's activities from finance to production. This makes it easier to share and update data in real-time, as well as acting as a transparent

basis for auditing. In 2000, ARaymond already had numerous local ERP at its different companies. However, with a growing desire to transform ARaymond into a unified entity, Antoine Raymond decided it was time to consolidate these initiatives into one global system capable of managing data across the whole Network.

The first step?

— Creating a global template with common documentation, integrated processes and organizational structures, but also a significant local dimension. Information System Management Division Director, Marie-Thérèse King, emphasises that “this harmonization takes into account local particularities such as tax laws and respecting local cultures”. Although 80% standardized, GlobalWay caters for local va-

2003-2010

— GlobalWay was rolled out across all ARaymond countries in Europe, with each version adapted to fit local needs with clear preparation, blueprint, design, final preparation, and launch and support phases.

**2014**

— GlobalWay was introduced in Brazil, in parallel with the kick-off of the North American project to be rolled out in 5 plants.

**2016**

— GlobalWay Go-live simultaneously in the 5 North America plants in January. The preparation is on-going for the deployment of the solution for ARaymond Japan in 2017 as well as South East Asia.

**2012-2013**

— ARaymond roll-out strategy was accelerated to introduce the ERP outside of Europe, in the United States as well as in Asia. This was going to be achieved with a new partnership with Capgemini. The first test country was India in 2013, where the template was further assessed and adapted before being launched.

**2015**

— GlobalWay was successfully rolled out to China in October.

riation and could be adapted in the future to processes that aren't yet uniform across the entire Network.

The aim?

— Marie-Thérèse King, highlights the importance of bringing together all of ARaymond companies under one umbrella to “harmonize processes and present one united face to clients. This ensures that everyone in the Network talks the same language, while making it easier to collaborate and share information. And, also avoids any companies from becoming too isolated by providing access to the same tools.” To prepare the ground, Christophe Escudero, Raynet Program Manager, explains that “collaborative workshops were organized in 2001 with France and Germany to exchange ideas and good practises in order to reach a

compromise on which processes to adopt”. Once the blue print had been validated and the core system developed, it was time to roll out the solution in local markets. The ERP, baptized GlobalWay, was launched in France and then across ARaymond other European countries. According to Christophe Escudero, from 2012, this process was “accelerated worldwide with launches in India, Brazil, China, United States and now also preparing Japan for 2017”. Following each launch, performance was analysed and feedback taken into account to enrich and fine-tune the solution.

The name “GlobalWay” highlights its important role in creating a powerful Network dynamic. Significantly, this is, as Marie-Thérèse King puts it, “ARaymond first real Network project, which ‘shows the way’ for more global initiatives in client relations, design and beyond”. ✕

“ This harmonization takes into account local particularities such as tax laws and respecting local cultures ”

MARIE-THÉRÈSE KING,
INFORMATION SYSTEM MANAGEMENT
DIVISION DIRECTOR



Reaping the rewards

— Since 2000, GlobalWay has been helping transform ARaymond from a series of companies into a unified Network. Let's look at its impact in more detail.../

38

— **ARaymond companies use SAP**
Located across the globe, these entities are more closely linked than ever in order to build the foundations of a multi-national corporation.

2,800

— **SAP users in ARaymond**
GlobalWay is now supporting the harmonization of processes and facilitating information exchange across ARaymond companies.



G

lobalWay has undoubtedly changed the way ARaymond works and helped reinforce its position as an international company. But what real impact has it had on day-to-day operations?

At a Network level?

By unifying processes and sharing information, ARaymond has been able to:

- Improve cash flow and finances, while maximising sales potential and supply chains,
- Gain key business insights to create more integrated networks,
- Reduce IT interruptions and support costs with integrated company-wide IT.

At a project level, with a unique system to manage a common platform for customers, suppliers and parts, GlobalWay has also ensured that information is consistent and homogeneous. ARaymond employees now also have access to comprehensive flexible reporting and easy interfacing with multiple systems. More specifically, for the supply chain, GlobalWay ensures robust Material Resources Planning, stock management and quality inspections, as well as three-way matching and interfacing with barcode readers. Finance fully integrated with the Supply Chain, GlobalWay allows strong management of General accounting (balance Sheet, profit & loss sta-

tement), account payable, account receivable, assets, treasury and controlling CO/PA (profitability analysis). Finally for sales, GlobalWay is supporting customers orders management, shipments and invoicing. Globalway represents a key step in a wider strategy to reinforce ARaymond position in a global market place.

Being part of GlobalWay Community means benefiting from & contributing to the continuous improvement of our Network. 📧



«Progress is **the realisation of utopias**»

OSCAR WILDE, WRITER
24.10.1854 / 30.11.1900

GERMANY — MARCH 2016

ARaymond scores top marks for performance and quality

Every year, ARaymond strives to provide numerous international clients with superior service and products. And, it is always gratifying when this hard work is recognized. On 2nd March 2016, Yanfeng Automotive Interiors invited ARaymond Germany to attend its annual European Supplier Performance Awards. The company sought to honour the performance of selected suppliers, while also looking towards the future. Nominated for two Supplier Awards 2015, ARaymond Germany was presented with the "Bronze" Performance Award based on key factors including quality, logistics, development and service. The German ARaymond company also picked up the "Quality" Leadership Award, which commends strengths such as sustainability and innovation. Although presented to ARaymond Germany, these awards also celebrate the performance of the entire ARaymond team in Europe and demonstrate the customer's desire to increase cooperation with the Network. ✕

CHATTE, FRANCE — MAY 2016

Raymold shapes the future of medical diagnostics

Raymold not only designs and manufactures technical molds for the automotive industry, but is also a mold expert for the entire ARaymond Network, particularly its start-up companies. It was therefore logical that ARaymondlife approached Raymold when developing a new easyMag vacuum aspirator, an innovative medical diagnostics product for bioMérieux. Together, the R&D teams evaluated their capacity to produce a mold using only 2 parts instead of 9 - this kind of advanced function integration was one of the first major challenges. The second was to create tight-tolerance geometry for the dropper tips. The finishing touches have now been added and production is under way. ARaymondlife is busy assembling the parts using laser welding in order to deliver the first units for testing at bioMérieux. Through the Ceva delivery components and microfluidic circuits also developed for ARaymondlife, Raymold firmly positions itself to develop technical molds for all ARaymond activity sectors. ✕



FRANCE — SEPTEMBER 2016

A proactive approach to sustainability

The ARaymond environmental charter focuses on the impact of its own buildings and vehicles, but what about the products and components it produces? Inspired by this very question, Rayconnect R&D in Grenoble decided to develop a tool capable of analyzing the environmental impact of any part. After establishing a product profile, 4 energy KPI (Key Performance Indicators) - including the CO² required for production and delivery - are converted into meaningful figures. For example, the tool indicates that 1.7m³ of water equates to an adult's water consumption over 10 days. Initially applied to the Quick Connector, this integrated eco-design approach will enable ARaymond to adapt its existing product ranges and design new, more sustainable, parts. As well as making ARaymond more energy-efficient and more cost-effective, this tool will also meet customers growing demand for environmental transparency.

If you are interested in finding out more, contact Nicolas Fritsch nicolas.fritsch@araymond.com or sofian.hamadene@araymond.com ✕

?

Any idea or innovation

that you would like to share?

Please connect to
SHARE INNOVATION



#GATHER



Building a **success story**

— It is easy to forget the important role buildings and their maintenance play in adding long-term value to companies and optimizing their production capacity. At ARaymond, buildings may not traditionally be given the same status as key infrastructure such as molds and presses, but this is about to change... /

Any successful building project needs to respect clearly defined Quality Cost Delivery criteria. Beneath the surface, it is far more complex than simply cementing a few bricks together and requires diverse expertise and adapted materials. The complexity and importance of creating purpose-made buildings that last for a long time and enhance a company's performance mean that it is inevitable, or at least desirable, to set up a dedicated team to coordinate processes, expertise and information.



“Collecting, filtering and sharing the right information with the right people”

GANESH JADHAV
MANAGER MAINTENANCE -
ARAYMOND INDIA

At ARaymond, this happened sooner, rather than later, thanks to the energy and motivation of Antoine Rouberol. On joining the company in 2012, the New Building Coordinator set about creating a team drawing on the different Building and Maintenance (B&M) experience and expertise scattered across the ARaymond 38 different companies. Antoine Rouberol explains that “when I met the Managing Directors, I was surprised to find that many hadn't defined specific building or maintenance roles.

Coming from an industrial background where factory construction often represents an entire department, I was amazed and also excited by this - I had arrived just at the right moment and everything still needed to be done.” The first seminar in 2013 was attended by an

unusual group of 10 ARaymond employees from across the globe - Germany, India, China & France - with different roles relating to construction and facility management. The team set about defining a B&M charter, clear objectives, strategic priorities and the basis of a community, which would slowly start to flourish over the following years. Gisbert Gottschaldt, Head of Facility Management at ARaymond Germany, explains that it was important to “define common B&M values and exchange experiences relating to problems like heating and energy efficiency.

Based on these insights, we could then bring the information together in one place, e.g. handbooks, and share it with the entire company.” For Antoine Rouberol, the newly founded B&M community needs to be “constantly fed with new ideas from different sources from ancient philosophy to children's stories, you could refer to a kind of ‘cross fertilization’, in order to achieve excellence.”

The members stay in touch using a combination of new technologies and traditional communication channels: monthly video conferences via Lync, yearly meetings in different locations, as well as online tools like Share to pool resources - although this is in its early stages and the team are still learning to optimize its potential.

Providing technical operational support to 4 internal clients in China, Process Optimization Engineer Johan Janodet emphasizes the benefit of a more “human approach involving face to face contact to break the ice and facilitate communication.” The aim? Build a community of talented individuals with the necessary B&M experience to add value to any



“Human approach involving face-to-face contact to break the ice and facilitate communication”

JOHAN JANODET
PROCESS OPTIMIZATION ENGINEER -
ARAYMOND CHINA



“Define common B&M values and exchange experiences relating to problems like heating and energy efficiency”

GISBERT GOTTSCHALDT
FACILITY MANAGER
- GERMANY

ARaymond project by making recommendations on everything from the best kind of industrial flooring to the right cold air distribution system. For this reason, Antoine Rouberol defines his role in terms of being an “influencer collecting, filtering and sharing the right information with the right people.” For Ganesh Jadhav, who manages the maintenance of production machines & building utilities at ARaymond India, the B&M team's goal is also “to create a knowledge sharing platform. This way, we can build a team of technical experts who can help each other in their day-to-day activities and also more strategic decisions.”

The team maybe small for the time being, but its impact is already being felt. The B&M team recently brainstormed for a new project in China that involved constructing 16,000 m² of buildings: they provided 15 key recommendations, half of which were applied from the earliest design stage. Next year, the annual meeting may well be held in China and Johan Janodet “is looking forward to showing the team the practical application and results of the recommendations they made.” The B&M team looks set to continue its valuable advisory role and is currently involved in 15 building projects at an international level. Moving forwards, the team hopes to grow in order to better serve and coordinate the needs of an ever bigger, more global company. If you think the B&M team could use your facility management or building experience, don't hesitate to contact Antoine Rouberol (antoine.rouberol@araymond.com).





1


ODILE DARAGON
RAYNET IT PROJECT MANAGER

“Sharing skills to finish the project to very tight deadlines”

For me, this project was a unique opportunity to be part of a close-knit team and build something completely new from scratch. The main challenge when implementing the different IT elements - from infrastructure to a SAP solution and MES Raypro production monitoring - was that everything had to be ready by the end of March, so we could reassure and continue delivering to clients.

We worked closely with Raygroup to choose an adapted solution that involved partially deploying our SAP template. To achieve this, the SAP team spent two weeks in Grenoble to implement and present a customized agile solution. RG Fixations Maroc users were then trained on both SAP and Raypro to ensure the smoothest of transitions.

The ultimate goal is to reduce customer and internal non-quality, which means lowering customer complaints or reacting to them faster, which will improve their satisfaction and enhance our reputation.

This project relied on Raynet and Raygroup sharing skills and expertise in order to finish within very tight deadlines. For us to work effectively together, like a family, all the different processes, e.g. building, installing presses, ensuring quality, needed to be synchronized. It was exciting to be part of a collaborative project from the very start and develop a more agile project management approach. It goes without saying that the framework we built together will be very useful for all ARaymond companies in future projects. 



MISSION MOROCCO – ARaymond sets up shop against the clock

— After being present in Morocco for seven years through local subcontractors, ARaymond decided to start a new production plant in July 2015 with objective of opening in March 2016: just 8 months to build a fully functional production site with no time for ramp-up. The key to success? A united project team./

8 months to complete the project

With daunting challenges to overcome and multiple collaborations to establish, for Project Coordinator, Didier Laure, this against the clock project embodies Mark Twain's words perfectly, "They did not know it was impossible, so they did!"



2

CHRISTEL EMERY
RAYGROUP HR MANAGER

“Find and hire the right talents in such a short time”

In order to keep within the tight timeframe, we worked with CRIT, a local recruitment partner, for the first round of candidate selections to fill 6 positions including Plant Manager.

I have to admit, we were not sure it was possible to find and hire the right talents in such a short time.

Determined to succeed, we started looking in September 2015 and I then went to Morocco and met around 20 applicants in two days. All the candidates met the Project Coordinator, Didier Laure, and also members of the project teams holding the equivalent positions. It all moved very quickly: job offers were made in early November and the first employees started to work later in the same month.

Other challenges? Writing the work contracts and defining appropriate pay packages for the employees without being familiar with local practises and laws. CRIT was a great help with the contracts and we relied on a salary benchmark tool to establish attractive remuneration packages in line with local levels. [x](#)



3

ANTOINE ROUBEROL
NEW BUILDING AND MAINTENANCE
COORDINATOR - RAYGROUP

“Amazing example of solidarity and working together”

This was an exhilarating “commando mission” in which Quality, Cost and Delivery goals were fully respected.

The biggest challenge was the timing. We only had 2 months to complete the 3 key steps in any construction project: design, construction and reception. When I gave directives based on freshly drawn-up plans, often laid out on wooden crates or bags of cement, our partner companies really cared. They did everything they could to understand our needs and be proactive in suggesting improvements.

For me, this project was an amazing example of solidarity and working together. On the day after the Paris attacks in November, which was also the national holiday celebrating the end of French protectorate in Morocco, all our local contractors came to the site to show their sympathy and get down to work. This was a very moving moment for me as I realized how close the relationship between the French and Moroccan people is and how teamwork makes even the most ambitious goals reachable. [x](#)

From April 2016 onwards,

the project team gradually handed over to the Moroccan team, although they remain in close contact to provide long-term support. In addition to being a “commando mission” that transformed the impossible into a reality, this project also illustrates the synergies and collaboration involved in this amazing “human experience” within the ARaymond Network.



A premium partner setting a shining example

— We began working with ARaymond more than 10 years ago, but the relationship really accelerated from 2009, when we made them a “Strategic” and then “Premium” partner – of which there are only 3 out of more than 1,200 suppliers. You could say that ARaymond acts as a benchmark setting high standards for everyone in terms of transparency, quality and innovation. Based on the supportive partnership developed over the years, we were able to co-create innovative standard fixing systems that we then rolled out across all our clients. ARaymond also participated at our Innovation Day in November 2015, which brought together key industry players and also kick-started many new, exciting projects. Together, we’re constantly working to improve and make Faurecia’s products even more competitive, but this is just the beginning and I’m sure there’s lots more to come. 

SAMUEL COCHON — PURCHASING DIRECTOR AT FAURECIA

After studying engineering, he spent nearly 10 years learning the ropes of the automotive industry (Valeo, Oxford automotive). In 2005, he landed at Faurecia, moving his way through different projects, countries and departments to become Vice Purchasing Director for the Interior Systems Business./

