

PACO

WORLD

Our International Wire & Mesh Magazine
for Existing and Prospective Customers

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2021ff! Successful Generation Change at PACO

At first glance, PACO is one of many family companies in Germany. At the same time, PACO is also very special – just like the people behind it. One of the outstanding features of PACO is it likes to be very family-oriented in its dealings with each other and in its solidarity. This becomes evident when you focus in on the company's history and corporate culture: it is simply that bit closer to everything and everyone – to customers, to business partners and to employees. You will find further proof in the pages of this special edition of the company magazine „PACO World“, which deals exclusively with the family behind PACO. As you will also see, its publication marks the beginning of a new era.



Steinau:
Plant 1 and head office



Herolz:
Plant 2



Steinau:
Plant 3



Lich:
Plant 4



Schlüchtern:
Plant 5

The Ruppel family
continues to write
future company history



Mesholutions created by PACO

FATHER, SONS, GRANDSON:

Ruppel to the Power of Three – a Family Company

The transition to the next generation is a very natural process, but also a particularly critical phase in the continued existence and sustainability of a family business. At PACO, the time for the next handover came in 2021: from the second to the third generation. Although this transfer of responsibility was prepared long in advance, in many respects it represents a new beginning. Here is a time-lapse documentary of the PACO „Stream of Generations“ from the company foundation to the present day and beyond:

PACO's commercial activity and fabric production starts in the village of Sannerz, east of Schlüchtern. The fabrics are woven on two second-hand looms housed in a former garage. As the company rapidly grows, it moves to the newly established industrial estate in Steinau an der Straße in 1956, where it has been headquartered ever since.



In the years that follow, the original co-partners leave the company. In 2020, the Ruppel family acquires the shares of the last remaining co-shareholder and becomes the sole shareholder of the PACO Group.

From the outset, the sales strategy of the up-and-coming company is also geared towards exports. In addition to neighbouring European countries, there is already an important focus across the Atlantic in the USA.



In 1972, the eldest son of company founder Wilhelm Ruppel joins the company. Following his father's advice, Peter Ruppel initially undergoes training as an industrial clerk. Years of continually developing his specialist expertise and professional success follow. In 1989, he is appointed as the PACO Group's additional managing director with full power of representation alongside his father.

In 1975, the company decides to produce filter elements using its own metal wire mesh. This marks the company's move into the processing and packaging of the base product „precision mesh“ as a further pillar to expand the product range, accelerate growth and create added value.

After the death of his father in 2008, Peter Ruppel assumes responsibility for the sole management of the PACO Group, literally as a „born and natural successor“ from within the family circle.

PACO „Stream of Generations“

Every economic miracle and every economic upturn requires entrepreneurs with the will to succeed. This is certainly the case in the early Federal Republic of Germany: in 1953, at the age of only 27, Wilhelm Ruppel put his determination to start his „own business“ into practice. He bravely resigns from his secure salaried position at the market leader of the time for metal wire mesh: Ratazzi & Mai in Schlüchtern in eastern Hesse, with corporate roots dating back to the 19th century, have come to appreciate Wilhelm Ruppel as a capable executive and sales manager. Despite this, he decides to look for his own success as an entrepreneur in the same market as his previous employer. Besides Wilhelm Ruppel, three other partners, a further trade insider and two investors, join forces to found PACO.



His successor is Garvin Ruppel, Peter Ruppel's nephew and grandson of the company founder. Immediately after finishing his degree course in 2006, Garvin Ruppel begins his involvement in the family business as a graduate engineer (Dipl.-Ing. (FH)). At an early stage, the company profits from his expertise through the successful introduction of complex EDP and software solutions for the streamlining and optimization of operational processes.

Garvin has developed during these years into the leader who will drive the PACO family business forward on its road to success in the decades to come.

The handover of management responsibility to the third generation follows a long-term plan that has been developed and implemented according to specific goals by the shareholders, the family as a whole and those responsible in the second generation in close cooperation with the third.

Klaus Ruppel leaves in 2017, leaving behind well-cultivated fields in his areas of responsibility, in particular the weaving mill in Herolz. Four years later, on 30 June 2021, Peter Ruppel also leaves the PACO Group at the age of 70.

With harmony between generations as a solid basis, the family provides the ideal requirements for planning the long-term corporate strategy of PACO. This also applies to the development and implementation of the next generation change – from the sons of the founder to the grandson.



Together with his brother Klaus, who has been involved in the company since 1983, the successful era of the generation of the sons begins. The younger one concentrates on the weaving mill, as well as administration and personnel management. The older, Peter Ruppel, is CEO and the face of the company both internally and externally. PACO operates on an increasingly international scale and is active on all continents and in numerous markets.

Garvin Ruppel now has the task of shaping the future of the family business and implementing the necessary changes. Faced with challenges that were largely unknown to previous generations. Today, tasks such as sustainability, climate neutrality or even digitalisation require completely new strategies. PACO will have to develop in line with changing requirements and markets. This also involves treading new entrepreneurial ground.

THE PACO MANAGEMENT TEAM OF THE THIRD GENERATION.
From left to right: Dipl.-Ing. Stephan Schäfer, Dipl.-Kaufm. Andreas Karsdorf, Dipl.-Ing. (FH) Garvin Ruppel, Dr. Ing. Lars Heckmann, Thomas Brühl, Heiko Hensel

As a family business, PACO has grown to a size where the complexity of the tasks is so high that it is no longer possible for a single manager to be responsible for all aspects of the business. For this reason, a team of specialists has systematically been formed over the years to manage the group of companies in close collaboration with each other.

This team knows that the main shareholders Peter and Gunther Ruppel are behind them as professional associates, but is also aware of its personal responsibility to secure the existence of PACO beyond the third generation. The PACO speciality of filtration, with its capabilities and innovative solutions, is further developed in such a way that profitability and innovative capacity are sustainably strengthened and, most importantly, jobs at the company are secured on a long-term basis.



How does a generation change feel, Mr Ruppel?



A CONVERSATION WITH GARVIN AND PETER RUPPEL

A generation change doesn't happen overnight. But although it is predictable, it can be delayed, and it can also happen too early. The trick is to find the right time and then to take advantage of it. For the PACO Group, July 1st 2021 marked the officially signed transfer of responsibility from the second generation to the shoulders of the third. From Peter Ruppel to Garvin Ruppel. Apart from the legal aspects, there are also many emotions, memories and hopes associated with this step. This is the focus of the following documented conversation with the two people most directly affected.

PACO World: Peter Ruppel, what was it like when your father handed over the reins at PACO to you? The change of leadership from the first to the second generation?

Peter Ruppel: As I was taken on by my father as joint managing director of the Steinau company in 1989, seventeen years of thoroughly hard and intensive schooling already lay behind me. As can be expected, this covered all areas and facets involved in company management. Looking back, I believe that we complemented each other quite well in our years of joint leadership of the company: he as the senior, held in high esteem by his staff and business partners. And me, who, in addition to all the other necessary responsibilities, was deeply involved in the expansion of our national and international sales activities. I was always able to draw on his extensive knowledge, which he was very happy to pass on and share. He kept this up until he passed away in 2008. Together with my brother Klaus, who later became managing director of our Herolz company, we tried to make it easier for our father to let go. We understood that this must have been very difficult for him. After all, PACO was his life, his baby, his family. Together we managed to do that quite well, a feat in which many other family businesses have failed.

PACO World: From then on, the Ruppel family business was already moving towards the third generation. Back then, were you already starting to make plans for the future? After all, the second generation was still very much in charge of things.

Peter Ruppel: I think so. When I took over the overall responsibility



Thoughts about the generation change in the family company, PACO. A conversation between Peter and Garvin Ruppel – the previous and new PACO managing directors.

for the group at the beginning of 2000, my brother Klaus was until his retirement in 2017 a highly valued partner and companion. In addition, we in the family often thought about the future, how and with whom we could move forward. Yes, that was the plan, which was then implemented with the corresponding strategy. It was a fortunate coincidence that my nephew Garvin – certainly encouraged by his father, my brother – that Garvin decided at an early stage to join our company after he had completed his studies. He then followed more or less the same in-house training path as

I had gone down. He received all kinds of specialist and personal support, from my brother and me of course, but also from his grandfather. All in all, Garvin's preparatory path was certainly more dynamic. He was expected to do much more than enough work to do. And he proved himself in all the tasks and projects he was given. This meant that he was able to gain leadership responsibility and management experience long before the first of July last year. Or what are your thoughts on this?

Garvin Ruppel: It was one-step at a time. I was taken on as an engineer and did my first work in the technical departments. Then came project management and leadership roles. Finally, I was appointed head of the packaging division and then joint managing director. There was no reason for me to be impatient. Plus, there was always more

than enough work to do. But it may well be that I had an easier time changing from the second to the third generation than you did back then, Peter, and also than my uncle Klaus. One reason was that I was able to develop very independently during my years of preparation. Because, excuse me Peter, I covered areas that you didn't know that much about. For example, when it came to the introduction of our ERP system for merchandise management and so on. With the whole IT and software complexity that goes with it. Or the barcode-supported warehouse management. There I could prove myself completely undisturbed, so to speak. Grandpa Wilhelm could influence you a lot more, because it was his plan and not the family's coordinated plan as it is with me today.

Peter Ruppel: In addition, we are in the fortunate position that the

family members involved each have complementary training and professional experience that perfectly matches each other. Including my brother Gunther, your father, who has made a career as a chartered accountant. PACO is lucky to have him not only as a shareholder, but also as a sparring partner and advisor to support us as needed. When you need him, when the company needs him, he is there for you and for us. Otherwise, he concentrates on his role as a fellow shareholder. Just as I do now.

Garvin Ruppel: In the end, we can all be satisfied with how swiftly the changeover went. Which is not just down to me alone. The composition

Of course, the family often thought about the future, how and with whom we could move forward.

and appointment of the management team was perfectly carried out at the same time. Everything was in line with the strategy. In this respect, several very experienced experts now share responsibility. This means I'm not alone when it comes to operations, as you and Klaus were back then. Besides, you are not out of the world either and are available to us with all your experience and contacts.

PACO World: Bidding farewell to the top, Mr Ruppel, how does that feel for you?

Peter Ruppel: It was by no means a painless process. To stop doing something that was the most im-

portant thing in your life for almost fifty years. Fifty years in which you went to bed thinking about PACO and woke up thinking about PACO. Wife, children, family, everything revolved around it. This is all coming to an end! I talked about it often and

long enough to prepare myself mentally for this moment. And in the end, everything went quite quickly and smoothly. Ultimately, it was good the way it went. The fact that my name is Ruppel naturally brings with it a very special responsibility. It is also

able to rely on Gunther as a very active shareholder and professional advisor – especially with regard to non-operational issues and, finally, the interests of the family as shareholders.

Garvin Ruppel: As far as I am concerned, I am encouraged that this togetherness will continue. I really appreciate that both of you, uncle and father, are active partners and advisors who support me with all of your experience and knowledge whenever there is a need. It is a privilege as well as a strategic advantage to have such experts in the family. And I also think it is very



at length with my brother Klaus. He had already decided to retire earlier. He said that it was our duty to let the younger ones have their turn. And as far as I was concerned, I at least wanted to get it over earlier than my father did. Nevertheless, when it really comes to the crunch, it hurts at first. I have to say that quite honestly. Sometimes you are tempted to find reasons to delay it. In my case, it could have been the Corona crisis. Okay, I resisted the temptation. Now that we have sorted things out and put everything in place, I feel a lot better. I have even been able to come to terms with suddenly having spare time to spend and a certain level of freedom (laughs)

not easy to have such strong Ruppels as an uncle who has shown himself to be a successful predecessor and a father as a chartered accountant who has proved that he has been washed with all kinds of professional waters. That is something my self-confidence must first learn to cope with. I am extremely grateful to the shareholders; especially my uncle and my father, that they have now delegated the overall responsibility for the PACO Group to me in the name of the family, and in doing so have placed their trust in me.

Peter Ruppel: For us, it was an easy decision. There is no one better prepared than you are. And

It was by no means painless to stop doing something that was the most important thing in your life for almost fifty years.

wise of you to have decided on your own to concentrate on your role in the shareholders' meeting. This means that everything operational is entirely in the hands of my management team and me. Another advantage is that my cousin Kristina and my brother Arne have both successfully developed their careers outside PACO. The skills and experience that they have gained this way can also be put to good use at PACO. I am very much looking forward to working with them.

of the 1980s, I inevitably tick differently and am influenced differently than my grandfather and my uncle. In addition, our company also needs a culture of cooperation and leadership that is in tune with the times and challenges of the future. This means that it needs a much more horizontal approach, with everyone working at the same level as everyone else. That is what we want to exemplify in the management team. The fact that female employees have a completely different self-awareness, that improving the work-life balance is also one of our corporate goals and that the home office option leads to much more personal responsibility. All of this is shaping a new corporate culture. I also expect this to boost motivation. Personal initiative, a sense of responsibility, a desire to suggest improvements are all employee qualities that are in demand in addition to professional skills.

Peter Ruppel: If I may just throw in a few words: none of this has fallen from the sky all of a sudden. It was all already in the pipeline, as they say. I also liked to make my decisions together with others. And in the last few years, you were always closely involved as a co-manager.

Garvin Ruppel: Of course, that was the case, Peter. That was not meant to be a criticism. I think you did everything well and in the best possible way. However, at the moment I am more concerned with today and tomorrow. We have to be even more consistent. That is my point.

Garvin Ruppel: The establishment of a project marketing system is a clear sign of where things are heading. From individual products to system solutions. The driving forces of this development are innovation on the one hand and the use of existing core competencies on the other. In this way, we want to offer our users and customers a convincing and competitive added value in terms of benefits combined with high economic efficiency.

PACO World: Do you have other similar system solutions in the pipeline? Are there any priorities as far as the applications are concerned?

Garvin Ruppel: To answer this in detail would go too far here. The competition would also be highly interested. (Laughs). Let me just say this:

We most definitely have further developments that are ready for their market launch. As far as the areas of application are concerned, there are certainly no surprises. They focus on the priorities in the public consciousness where there is a significant need for action, both now and in the long term. Above all, they concentrate on the protection and relief, even healing, of the environment. For example, taking into account the European Union's Green Deal. Or the ambitious plans of the Green party ministers in the current German government. We will systematically ask ourselves what

In line with strategy, several very experienced experts now share responsibility.

we can do. Then we will systematically develop solutions. Based on our own research and development, with the assistance of research institutes and, of course, in partnership with our users.

PACO World: That sounds like a vision for the future. But how do you practically address these issues here and now?

Garvin Ruppel: The necessary processes for change affect all areas and functions of the company. Everything will be put to the test, the strategic as well as operational aspects are thoroughly analysed and evaluated. The insights gained in this way are then used to draw up and implement task lists with the corresponding measures. Thinking and acting according to agreed pri-

PACO World: The Ruppel family acquired the shares of the remaining founding shareholder on 31 December 2020. What does this mean for you and the family?

Peter Ruppel: From a purely factual point of view, in terms of practical business management, this is a great relief and simplification. We can now decide on our own what we think is right to move the company, our company, forward. Emotionally, it means something else entirely, which touches us all very much and makes us proud. We have finally been able to fulfil the greatest wish of our father and grandfather. He would probably have been very happy and satisfied with us, his children and grandchildren. Perhaps he is as well up there.

PACO World: And how does it feel being the Managing Director and representative of the owner family since 1 July 2021, ultimately holding the greatest responsibility in the company?

Garvin Ruppel: I must admit it feels good. Of course, I have had



there is no one we would rather have trusted the future of PACO on than you. After only a few months, we can already see how you and your team are charting the right course. I myself was very happy to have Klaus at my side for many years as another manager and to be

PACO World: Talking of management team. Does this imply a new style of leadership?

Garvin Ruppel: Not only style of leadership, but also a different corporate culture. This arises quite simply from the fact that as a child

PACO World: Now that we are talking about today and tomorrow. We all know what makes PACO successful on the market now. What do you envisage for the future? What ideas does the representative of the third generation, Garvin Ruppel, have in this regard?

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A conversation with Garvin and Peter Ruppel



The establishment of a project marketing system is a clear sign of where things are heading.

orities and a dynamic speed of implementation are of vital importance to us. All of these considerations and activities are being driven forward under the project name PACO 2025. The management team and I will be happy to report on this in the next issue of our PACO World.

Peter Ruppel: You most definitely have the support of the second generation, Garvin, if you need it. And this much is certain: filtering and screening will always be necessary, especially in an environmentally conscious world.

PACO World: One final question: You represent a family business that has now been enjoying success for almost seventy-five years. And as a family you have once again been able to carry out a transition to the next generation not only without conflict, but in great harmony. What is for you personally the core or essence of your family business?

Peter Ruppel: We are all agreed on that too. What I say about this is not just my own belief. At the heart of it are the close family and friend-

ly relationships we have with each other, which we consider extremely important. This is a common requirement that binds our strengths together, so to speak. In addition, respect for the achievements, the expertise and the experience of the other family members is of equal importance. They are not only partners, but can also be superiors and colleagues.

Garvin Ruppel: And respect regardless of age. Everyone must be respected and is worthy of the respect of others. This is the only way to work together successfully in the long term, to be a sustainable family and family business.

Peter Ruppel: As our third-generation family members are also shareholders in the PACO Group, this strengthens our respect for each other and ultimately our cohesion. That is the crux of the matter for me and for us.

PACO World: Thank you very much for this open and honest conversation

We can now decide on our own what we think is right to move the company, our company, forward.

PACO IN SOLE FAMILY OWNERSHIP

“My granddad would have loved this!”

The fact that the third generation of the Ruppel family took over responsibility for PACO at exactly the time that the company became entirely family-owned is no coincidence. Garvin Ruppel was to be provided with ideal overall conditions when he took on his responsible task. If his grandfather had lived to see it, he would certainly have been very much in agreement. What memories does Garvin, the grandson of the company founder, have of his grandfather? We asked him about it.



Just as PACO co-founder Wilhelm Ruppel planned the generation change in the leadership of his family company ...



... it was just as important to him that PACO's in-house machine and plant engineering team developed new generations of weaving machines. And Garvin Ruppel sees it very much the same today.

ness? Did you lose at handball yet again? He was loved for his fatherly manner.

PACO World: Was there any time when you properly worked together with your grandfather?

Garvin Ruppel: Yes, there were just under two years of mutual interaction. From 2006 to 2008, the year he passed away. Although my uncles Peter and Klaus were already the managers by then, my granddad Wilhelm still came to his business regularly. I was with him almost every day at that time. And I remember this time as being very intense, even though he no longer took part in the day-to-day business. But he always had something

He was not a fun and games granddad. But you could always learn from him.

to say. And there was always something to learn. Of course, I also drove him to the doctor or brought him home sometimes. After all, he was already around eighty years old.

PACO World: And privately? Was he what you would imagine a grandfather to be like: forgiving, patient, generous?

Garvin Ruppel: Sure he was, in his own way. But he was not a fun and games granddad. My mother's parents were more responsible for that. Granddad Wilhelm was somehow always the boss, a person of respect. Later, when I had holiday jobs at PACO, he liked to come and see what I was doing. Above all, how I did it. The calendaring of metal fabrics, for example. Or cutting them to size. Then he would smile appreciatively. If I had done something wrong, I guess he would have said so too.

PACO World: Was there anything about him that particularly impressed you, for example, as a teenager? At the time when you were already more critical.

Garvin Ruppel: Yes, most definitely. How personally he was acquainted with his employees. I often accompanied him on his daily tours of the production shops. And I always found it amazing how he knew family details almost in passing. How is the wife? Has your child got over its sick-

PACO World: As the grandson Garvin, how do you most fondly remember your grandfather Wilhelm?

Garvin Ruppel: There is not just one thing that I like to think back on. But a number of fond memories that I will probably never forget. Even as a schoolchild, I was often in the business, as my grandparents called PACO. That is, I liked to play being at work in his office. He was usually away somewhere in the factory. And when he was in his office, he often sat behind a rather large typewriter, at that time still purely mechanical. I can still hear the loud clattering when he hit the keys and the rushing of the roller when the typing paper was pulled out. That impressed and inspired me as a child. It was really nice when we went to his house for lunch once a week. Grandma Irma always put the full works on the table: soup, pork chops, pudding. She always made sure that I ate enough. And I always managed the pudding.

PACO World: Did he also learn something from you, when you were working so closely together?

Garvin Ruppel: In fact, he did, even if it was difficult for him at first. (laughs) The in-

He would be happy that the group of companies – his business – now belongs one hundred percent to the family.

ventory for the calendar year 2007 was due. And my grandfather despised the computer. In his opinion, it would make people forget how to think. So he did his stocktaking as he always had, with slips of paper and pens, counting up and multiplying VAT amounts item by item in his head or with the calculator. If you consider that in the fabric warehouse alone thousands of rolls of fabric have to be recorded, prices have to be researched and sums have to be calculated, then you can imagine the immense effort he had by doing things his way. Then, using a parallel calculation with Excel, I showed him how easily it works with the computer. If a value needs to be changed, the whole thing doesn't start all over again, but is automatically recalculated. That convinced him. From then on, the computer had grown in his estimation. Unfortunately, he died that year, so that he could no longer experience the results of the 2007 inventory.

PACO World: What would your grandfather Wilhelm say today if he could see his grandson in the boss's chair?

Garvin Ruppel: I am convinced that he would be happy with the fact that the job has been taken over by someone from the family. And that the group of companies – his business – now belongs one hundred percent to the family. I'm sure he would have liked that. For those who still remember him, he will always be present in the company in some way or another. And I will do everything I can to ensure that my work for PACO will always be in his spirit as well.

Doing Instead of Watching:

LAURA AND MATHIAS WITH RUPPEL TALENT AND THEIR OWN MOTIVATION

What could be better for a family business than for the next generation to show an interest in the company founded by their predecessors? In PACO's case, two grandchildren, who are naturally now grown up, have decided to join the company. And they did so without being persuaded or pressured by their parents, uncles or aunts. On the contrary, when it came to starting their own careers, they could not imagine that they would one-day work in their grandfather's company. The two persons in question are Laura and Mathias Ruppel. The former is the daughter of Gunther Ruppel and sister of the new company director Garvin Ruppel. And Mathias is the son of the previous Managing Director Peter Ruppel. As Mathias began his commitment to PACO several years earlier than Laura Ruppel, we will start with his story.

I have always been very interested in technology

Mathias Ruppel, 37, Head of PACO Plant Engineering

The fact that small boys prefer to play with cars rather than dolls is nothing special in Mathias Ruppel's story. However, the fact that he decided to do an apprenticeship at a Mercedes garage after graduating from high school makes things even clearer. The technician in him no longer wanted to just play, but to become an expert. And to begin with, not in the lecture hall and seminar room of a technical university, but directly under an open hood or beneath a vehicle on a lifting platform. Surrounded by the smell of engine oil and gasoline. The fact that these days the modern workshops of leading car manufacturers tend to have the aesthetics of an operating theatre reinforced the apprentice's understanding of the high standards of cutting-edge technology. Nevertheless, the joy of tinkering, bolting and repairing remained an important motivator. After completing his training as a mechatronics technician, he then academically supplemented the technical basics to pursue a career as a technician. With whichever employer. Because even then, his grandfather's company was not really

a career goal that Mathias Ruppel wanted to consider. Especially since neither grandfather nor father had ever made any demands on him in the direction of PACO. This meant that he could complete his bachelor's degree in engineering and mechatronics without any further ado, and then look forward to the future.

Chance can be a fan of the family

At PACO, the merit principle applies, in front of which all applicants are equal. When Mathias Ruppel was looking for a job that would suit his qualifications and interests, there happened to be a vacancy in PACO's plant engineering department. To be more precise: this was to be developed as a logical

extension of PACO mechanical engineering. Okay: it's something that's worth being given a try. With the option of being able to reconsider after the probationary period whether the family business is really the best place to work. However, in the end it all worked out: Mathias Ruppel took up his job at the beginning of 2015 and seven years later is still doing it enthusiastically and with undiminished commitment. In addition, he is also aware that he is working for an employer who makes demands that go far beyond the job itself. In the form of taking responsibility for the company as a whole, for its continuity and its future viability. In this respect, the chance start of his career at PACO was definitely in the spirit of the first and second generation.

Getting Faster for the Change Everywhere!

Laura Ruppel, 32, Assistant to the Executive Board

A friend from Hong Kong sparked Laura Ruppel's interest in the language and writings of a completely different world: she was fascinated to understand it and work to be proficient in it. That's why she studied Sinology, Chinese Studies. English was no longer an issue for her anyway, as she had taken her A-levels on the British Isle of Man. After that, she received a Bachelor of Arts degree in „International Business“. This was followed by part-time studies for a Master's degree in „Business Management“. During this time, Laura's interest in China did not wane. On the contrary, Laura took every opportunity to expand her Chinese language skills (High Chinese Putonghua) in the country and to gain work experience. The first step of her career was in a family business, but not in Steinau. Rather, at Woco Industrietechnik GmbH, which has made a name for itself globally as a supplier to the automotive industry. The company has 5,000 employees and more than ten production sites –including one in Wuxi, China. Laura Ruppel worked at Woco for six years, most recently as a supply chain developer with the geographic focus on Eastern Europe and Asia.

Partnership based on openness and cooperativity

At the point when she was ready to consider a career change, the family business in Steinau finally caught up with Laura. Would she like to do a PACO taster course in the form of a two-month internship? Why not? And so after two very interesting trial months in 2019, she decided to join PACO as an assistant to the management. But perhaps the term „assistant business consultant“ would be a little closer to the task. Because that's what it's all about for her: to streamline the group processes and procedures, including HETA. Bringing everything closer together to effectively face the rapid changes and growing pressures exerted by the markets and customers. Getting ahead of new trends in quality, sustainability, and innovation, etc., so that such developments can be managed successfully and profitably. Whereby both an increased awareness in recognising developments and needs, as well as significantly shorter reaction times are equally important to her. To this end, any appropriate method can be used: a consistent quality policy based on „Made in Germany“, well-balanced supplier development locally and internationally, sustainability from the energy mix to the packaging material, and finally yet importantly, a practical company suggestion scheme. So much is already certain for all those involved: what she can do and what she aims to do is extremely beneficial to PACO's path into the future.

The third generation brings fresh commitment and sustainable aspirations to the PACO family business: Laura Ruppel as assistant to the executive board and Mathias Ruppel as head of PACO plant engineering.



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All information in this edition of PACO WORLD has been carefully checked prior to publication.

Nevertheless, we can make no guarantee for completeness, accuracy and up-to-dateness.

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