



# Höchsmann

TECHNOLOGY FOR WOOD

## Industry Report



» » » Brochures

# 7000 Online

« « «

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### Dear woodworkers and colleagues in the industry,

with our annual review 2006 we published an interesting history of wood-working technology, which featured the innovations of the industry since the Industrial Revolution. Two years later we issued another magazine with a report on the financial crisis and its effects on the industry. Both magazines are still available on [www.hoechsmann.com](http://www.hoechsmann.com) » Company. In our 2011 edition we are introducing our new and extensive "WoodTecPedia", which has been online for a few weeks. This issue of our "Industry Report" also features a continuation of the history of innovation in our industry on the following pages. Apart from this, there are some interesting articles to read about our company culture and social responsibility.

### The Höchsmann "WoodTecPedia" – an online encyclopedia for the industry

The European spirit of pioneering and innovation has brought forth many ingenious machinery concepts in the field of woodworking. Huge amounts of money are spent on research, development, prototypes, test series, patent



rights etc. We appreciate these efforts and hope to further promote them by our WoodTecPedia, which features most of them.

We set the main focus of the WoodTecPedia on the leading manufacturers in technology for panel processing and solid wood. It features more than 400 manufacturers with their histories, main product groups, models, machine controls, software solutions, videos and more than 7000 brochures. Expert definitions of technical terms as well as countless illustrations give an extensive overview of our industry and supply helpful and interesting details.

Dealers like us who solely deal with used machinery usually follow the technical development a few years behind time. Therefore it is a great pleasure for us, through the introduction of the WoodTecPedia, to go a step ahead – at least in regard to the clearly displayed knowledge of technology and innovations.

We express our gratitude to all manufactures and business partners who have supported us for years by sending brochures, technical information, documents, tips and the copyrights to publish their brochures. We are especially thankful to our own members of staff who have been working for many months to orchestrate the WoodTecPedia, item by item. They have

made it possible to be online today, as a unique source of information about woodworking technology.

We appreciate your interest.

STEFAN HÖCHSMANN  
Managing Director

MATHIAS TEMPEL  
Project Leader WoodTecPedia  
and Deputy Managing Director



**TECHNOLOGY AND KNOWLEDGE**

# WoodTecPedia and Register of Manufacturers

### Questions from October 2009:

- | What would be something really interesting for everybody in the economy, that we could take as the title for our next industry magazine?
- | How could we bundle our vast knowledge of the many manufacturers in our industry and how could we display it in a very easy to read style on our website?
- | How could we launch a process of permanent knowledge accumulation in our company and how could we keep it going?

### The idea of the WoodTecPedia was born.

Since then, thousands of working hours have been spent on an extensive online encyclopedia for woodworking technology. It is not complete and probably never will be. But some of the above questions we can answer now.

### Welcome to the WoodTecPedia.



## Overview about the Functions

### 1 | Useful Links

It makes sense: The direct way is always the quickest. Therefore we have arranged countless links to technical documents and commentaries. It was our purpose to enable users of the encyclopedia to navigate in an individual and target-orientated way.

### 2 | Quick Search Results

Not all people search in the same way, but all want to reach their targets quickly. A variety of different search options take individual styles into consideration. One way to navigate is by entering in the exact term you are looking for; another way is to slowly approach the information you need.

### 3 | Extensive Documentation

Competent search results have been complemented by detailed pictures, machine portraits, diagrams, tables and brochures in different languages for download.

### 4 | Diverse Information

All important information is connected and displayed under the name of the machine manufacturer. You can find a short presentation, the history, the logo, the product series and models, machine controls, software, special vocabulary – all well-structured and online in the WoodTecPedia.

## TECHNOLOGY AND KNOWLEDGE

# Trends, Innovations, News in the Woodworking



Early in 2006, Hoechsmann GmbH introduced a self-investigated 'History of woodworking technology' in their annual 'Industry report'. This can be found as an extended version at our website [www.hoechsmann.com](http://www.hoechsmann.com) under the category 'company'. Much has happened since. New trends have come up, new innovations have been introduced to the market.

The financial and economic crises have partly led to serious changes in the woodworking industry, with bankruptcies, takeovers and restructurings taking place. Therefore it seems appropriate to continue our history from 2005 onwards.

NORBERT ZELLER  
Sales



## From approx. 2005

**[Trend] Small moving gantry machines for the nesting based processing**, e.g.: Morbidelli Universal, SCM Accord/Pratix, Weeke Vantage, Biesse Klever



**[Trend] Beamsaws with fully automatic panel storage systems** are booming. This is caused by different factors, e.g. the necessity to produce small batches with industrial capacities. Computerized panel storages are much more efficient than conventional feeding methods if panel types and surfaces are frequently changing.

ding methods if panel types and surfaces are frequently changing.

PANHANS/AWB panel storage system

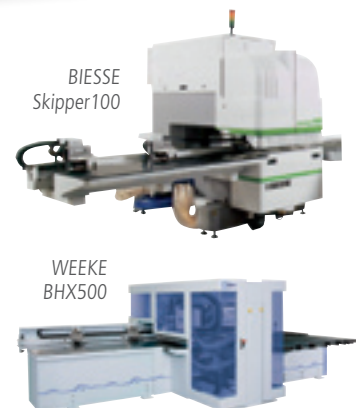


**[Trend] Beamsaws with 2 independent program fences:** In 2000 Giben starts a trend with the X/Y system, followed by other manufacturers soon after. Up to 2010 almost all nameable manufacturers offer systems with 2 independent program fences for more flexibility and increased capacity, e.g.: Selco Twin Pusher, Holzma Power Concept, Schelling Duplus.



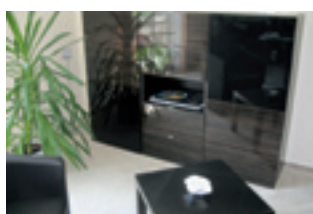
Holzma Power Concept

**[Trend] With the 'Skipper' series, Biesse** introduces a novel CNC machining centre, containing two identical working units from top and bottom, the machine can process two workpieces at once (e.g. 2 mirrored cabinet sides). The workpiece-feeding is carried out by means of grippers. Other manufacturers also offer machines based on a similar concept soon after, e.g.: Weeke BHX500, Morbidelli Uniflex



BIESSE  
Skipper 100

WEEKE  
BHX500



**[Trend] High-gloss foils and lacquers** become more and more a trend. This requires new machinery solutions and processing concepts.



MORBIDELLI  
Uniflex

# Industry from 2005

## » From approx. 2006

[Trend] From 2006 systems are developed which can move aggregates in 5 axes on 4-axis machines. This is achieved by using one drive for the adjustment of the C-axis as well as for the tilting of the A-axis. Because of the technical principle, these axes can only be used as positioning axes.



HOMAG Flex 5

Almost at the same time in 2006, different manufacturers come up with systems such as: Holzher/IMA/Atemag introduce Vario NC and Homag/Benz introduce Flex5. The Biesse group develops a different system: around 2009 for the first time a system is used, where the 5th axis of special aggregates can be adjusted by the motor of the main spindle.



IMA Vario NC

[Innovation] The Homag group develops a new construction material for machine frames, based on a mineral composite. The material is first put into use with the

'Vantage' series of Weeke. Its significantly higher vibration absorption compared with cast steel has a positive influence on the processing quality.



WEEKE Vantage with the new material S/C Tech



[News] SCM takes over the majority share of the Delmac Group with well-known companies like Busellato or Celaschi. At first this group is acting under its own name. Until 2011 a restructuring is made

and the integration into the SCM group is complete.



[Innovation] The manufacturer of sanding machines Weber develops the 'Weber SCAN' system, which detects and scans workpieces by laser, without any contact.

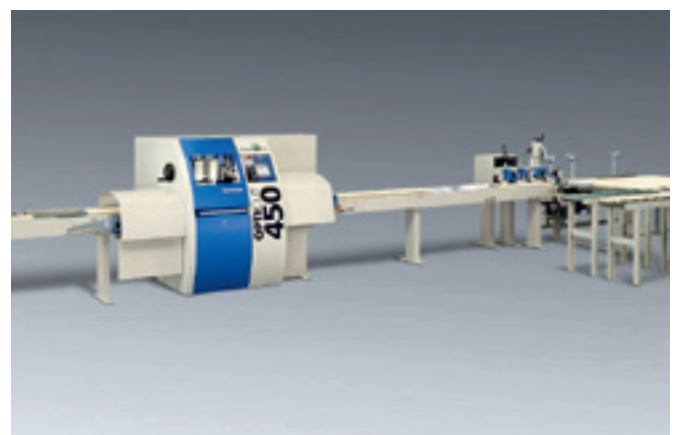
This system is able to scan the complete working width consistently and to detect shape and position even of very narrow workpieces.



WEBER-Scan workpiece detection

[Innovation] With the VarioSpeed system, Dimter develops an intelligent speed control of the workpiece infeed on optimising cross cut

gaps between workpieces which are caused by defect marking and measuring, thus increasing the capacity of the saw.



DIMTER Opticut 450

## TECHNOLOGY AND KNOWLEDGE

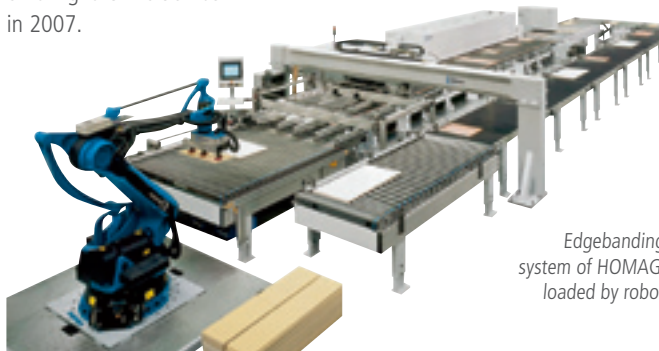
# Trends, Innovations, News in the Woodworking

### » From approx. 2007

**[Trend] Robot Technology**, in particular for loading and unloading, is increasingly used in the woodworking industry. Never before were as many robots shown on a Ligna exhibition as in 2007.



BIESSE CNC system, loaded by robot



Edgebanding system of HOMAG, loaded by robot

**[Trend]** Where **energy efficiency** used to play a minor part, development now focuses more and more on it. Manufacturers increasingly come up with new concepts for a

more efficient usage of electric energy and suction power, and highlight this through a more active marketing of these technologies.



Corner rounding with linear technology (BRANDT 2010)

**[Trend] Linear Technology** was already in use with stationary machines in the late 1990s, but only as an experiment or with a few high-performance machines. In 2007 this technology is introduced by several manufacturers in through-feed systems, with increasing usage in the following years.



**[Trend] Through-feed drilling and dowelling** in combination with edgebanding.

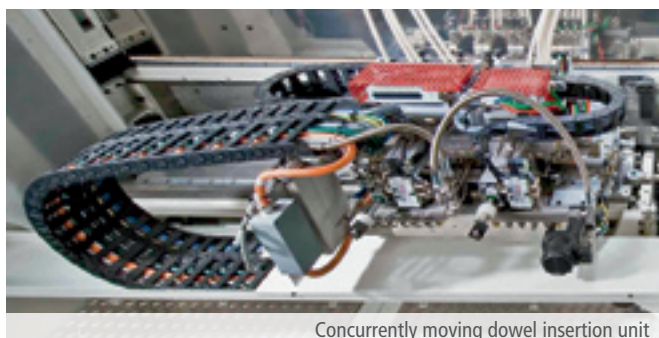
cess, so making it possible to drill without stops on trough-feed systems for the first time.

In April 2007 **Homag** introduces aggregates for horizontal through-feed drilling on edgebanding lines. They synchronously move with the workpiece during the drilling pro-

A little later **IMA** also presents a through-feed line which enables drilling and doweling without stops. Not only can it drill horizontally but also vertically.

**[News]** The **Homag Group AG** goes public on 06/07/2007. The

share price starts at 31.00 EUR on 13/07.



Concurrently moving dowel insertion unit

**[Innovation]** With the '**Multi Processing Unit**', **Homag** launches a drilling unit with grooving saw which can rotate entirely on its own C-axis. Hence complex production cycles on CNC machining centres can be eased and processing times reduced.



HOMAG Multi Processing Unit

# Industry from 2005

## » From approx. 2008

[Trend] The application of lasers, e.g. for safety systems, measuring

and edge coating increases in the late 2000s as well as the use of digital image capturing for measuring and adjusting.

[Trend] Corporate mergers caused by bankruptcies and takeovers, partly as a result of the

financial and economic crisis, increase significantly from 2008.

[News] The manufacturer **Scheer** files for bankruptcy. The divisions of the company are separated. The sectors strand pelletizing and electro-tools are continued by new investors, the reduced production of woodworking machinery is continued at the old location by company Hans Koch.



[News] **Weinig** takes over the scanner manufacturer **LuxScan**.



[News] The Weinig subsidiary enterprise **Grecon** takes over the company **NKT-Neue Keilzinkentechnologie Maschinenbau**.



[News] **Bacci**, manufacturer for special-purpose machines, takes over the saw manufacturer **Veneta Machine**.



[Innovation] **Holzma** introduces a camera controlled scoring saw adjustment. The scoring saw is adjusted by means of a dustproof camera mounted on the saw carriage.

Without any test cut, the scoring saw blade and the main saw blade are adjusted to be exactly aligned to each other. Furthermore the saw blade projection can be adjusted precisely.



GIBEN ICON2

[Innovation] With the new concept **ICON2** manufacturer **Giben** not only introduces the smallest angle plant of the world, but also an angle

plant which requires less space than a conventional beam saw with one cutting line.

[Innovation] The upgrades **Flex5+** (**Homag/Benz**) and **Vario NC+** (**HolzHer/Atemag**) for the 5-axis systems developed in 2006 are introduced.

By means of a HSK based tool interface, tools can now be changed into the aggregate. With this, several tools can be used in only one aggregate for the first time.



HOMAG/BENZ Flex5+



HOLZHER/ATEMAG Vario NC+

## TECHNOLOGY AND KNOWLEDGE

# Trends, Innovations, News in the Woodworking

### » From approx. 2009

**[Trend]** The continuous trend to energy-saving and long-lasting **LED lamps** from the lighting technology now also finds its way to the woodworking industry. The manufacturer **Bürkle** introduces the completely LED-based system 'UV-LED' for the curing of lacquers.



BÜRKLE UV-LED

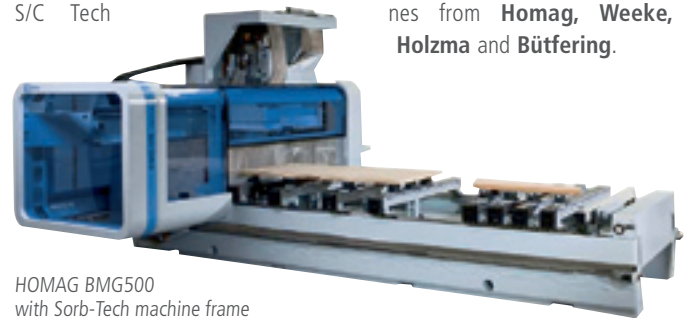


Boring hole blowing-off system

**[Innovation]** **Koch** introduces a **blowing-off system** with a boring hole directly in the borer. The compressed air is conducted by air pipes to the top of the borer and thus can blow off the chips during boring even on blind holes.

**[Innovation]** After first experiences with the new material S/C Tech in 2006, the improved construction material **Sorb Tech** is now launched by the **Homag Group**. While S/C Tech

used a reinforcement grid, this is replaced by steel fibres at Sorb Tech. Now the complete machine frame can be manufactured from mineral composite. Sorb Tech is used in all high-capacity machines from **Homag, Weeke, Holzma** and **Bütfering**.



HOMAG BMG500 with Sorb-Tech machine frame

**[News]** On January 1st 2009, **Homag** takes over the majority

shares of **Benz Werkzeugsysteme** from Haslach.



**[Innovation]** For a more flexible panel sizing with angular plants, third-cut-saws were used for some time. These systems did not bring about the anticipated advantages in several fields of application, due to the limitations of a saw blade.

**Schelling** develops a **third-cut router**, which is also available for

panel sizing saws with only one cutting line. About the same time **Holzma** introduces the third-cut-router '**Combilline**'.

With these systems, a flexible sizing with low offcut is possible, even with high capacities and small batch sizes.

**[Innovation]** **Holzma** and **Schelling** introduce **systems for the automatic labelling** of full panels before sizing.

The Schelling system is based on the labelling of the whole panel at the infeed table. With Holzma, the labelling is made close to the cut-

ting line as part of the 'Domino concept'.



Labelling system from SCHELLING



SCHELLING third-cut router



HOLZMA Combilline

**[Innovation]** In cooperation with the fittings manufacturer **Hettich**, machine manufacturer **Koch** develops a solution for the **insertion of fittings into lightweight panels**. With the machine type 'SPRINT-LightPanel', a fully automatic drilling, insertion and gluing of various fittings into the narrow side of lightweight panels without bars,

become possible. Furthermore, glued screw anchors can be inserted in the surface area.

KOCH SPRINT-LightPanel





# Industry from 2005

**[Innovation]** With the introduction of the new model 'WN750', **Selco** reveal their newly developed system 'First', for automatic saw blade exchange. Up until this time, this was only achieved on angular plants with very complex technical solutions.



SELCO FIRST

**[News]** The **SCM Group** takes over **RE.M**, a manufacturer of

vertical CNC-through-feed technology.

**[Innovation]** **Barberan** develops the 'Push-Pull-System' for auto. spraying with the rotational method. Its purpose is to eliminate some disadvantages in quality of the economical rotational method, e.g. 'blind spots' appearing under some conditions.



Push-Pull system from BARBERAN

**[Trend]** With the introduction of **digital direct printing** on MDF, chipboard and other materials, the possibilities of surface design are significantly enhanced.

**Wemhöner** for quality purposes use the 'multi pass method' for the 'Master Digital System', where one direction of movement is made by the print head.

The manufacturers **Bürkle**, **Barberan** and **Hymmen** focus on the 'single-pass method' with fixed print heads, where workpieces can be printed with feed rates of up to 50 m/min.

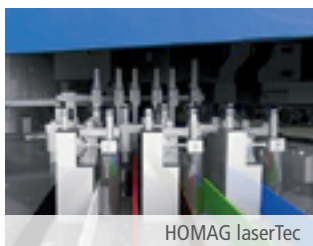


HYMMEN Jupiter

**[Innovation]** **Brandt** introduces aggregates with **linear technology** for the model **Ambition 1440 FC**, designed for small workshops.



**[Trend]** At the Ligna 2009, manufacturers **Homag** with 'laserTec' and **IMA** with 'Laser Edging' present systems for edgbanding without glue, by means of lasers. This is achieved by activating a thin polymere-layer on the edgband with a laser.



HOMAG laserTec

In 2010, differences regarding the patent matter could be settled and an agreement between the compa-

nies Homag, Ima and Döllken, all involved in the development of laser technology, could be reached.



IMA Laser Edging

## TOP-OFFERS >>>



**34022**  
HOMAG CNC-machining centre  
BAZ 211 VENTURE 20, YOM: 2006  
**Price: 95.800 Euro**



**33218**  
LEADERMAC Four Side Planer  
LMC 418 SC, YOM: 2007  
**Price: 9.100 Euro**



**32527**  
BRANDT Edgebander  
KDF 660 C, YOM: 2003  
**Price: 28.900 Euro**



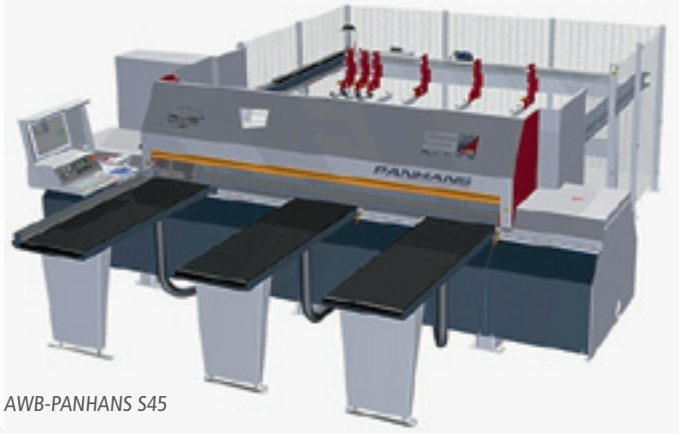
**31008**  
ORMA Membran press  
TFF 24/10, YOM: 2003  
**Price: 27.000 Euro**

## TECHNOLOGY AND KNOWLEDGE

# Trends, Innovations, News in the Woodworking

### » From approx. 2010

[News] **Panhans**, manufacturer of beam saws and classical machines, files for **bankruptcy**. The beam saw line is taken



AWB-PANHANS S45

over by the **Schelling subsidiary AWB**. The classical machines line is continued by company **Beck** under the brand name '**Panhans by Hokubema**'.

[Innovation] On the newly developed model **Bima 500L**, manufacturer **IMA** introduces a serial CNC machining centre with an **edgebanding aggregate based on laser technology**.



IMA Bima 500V

[News] **Weinig** takes over **Holz-Her** after bankruptcy. Holz-Her remains a separate brand name within the **Weinig Group** with the products CNC machining centres, edgebanders, beamsaws and vertical panel saws.



Logo up to 2009

Logo from 2010

**HOLZHER**



### TOP-OFFERS >>>



**34174**  
TEKNA Double Mitre Saw TK 145/10  
Power, YOM: 2007  
Price: 19.900 Euro



**32267**  
SCM Angle plant for window production  
WINDOR 20 L, YOM: 2008  
Price: 79.900 Euro



**34473**  
SCM Four Side Planer  
SINTEX XL, YOM: 2001  
Price: 8.900 Euro



**32705**  
BUSELLATO CNC-machining centre  
JET 4 XXL, YOM: 2004  
Price: 53.900 Euro



**32513**  
SCM CNC-machining centre ERGON  
TOP/TVN, YOM: 2004  
Price: 69.000 Euro



**33811**  
ITALPRESSE Veneer Press SCF 6, YOM:  
2002  
Price: 15.500 Euro



**32165**  
HOMAG Edgebander  
KL 76 A20/S2, YOM: 2003  
Price: 34.000 Euro



**33053**  
LÖWER Batten sanding machine  
LZ 8, YOM: 2007  
Price: 26.900 Euro

# Industry from 2005

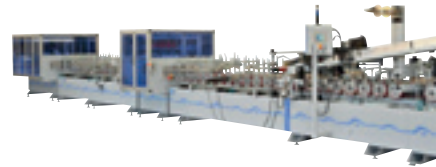
[Innovation] With the model **Twin-Loop**, **Reinhardt** introduces an optimization cross cut saw with 2 alternately moving saw blades. According to Reinhardt at the time, it is 'the fastest cross cut saw of the world'.



» From approx. 2011

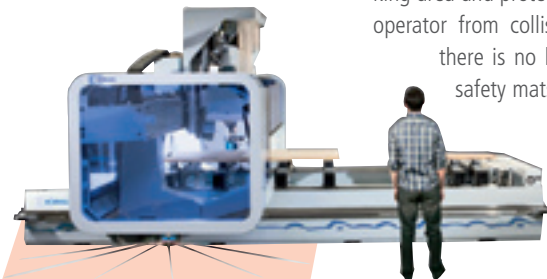
[Innovation] Manufacturer **Friz** with its profile wrapping machine **PUM310**, introduces a new **nozzle technology** working from

below, which can process all common types of glue.



[Innovation] **Homag** introduces a new safety system called 'Save-

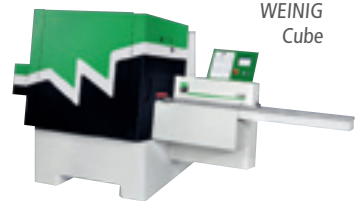
scan', based on a non-contact laser scanner which monitors the working area and protects the machine operator from collision. With this, there is no longer need for safety mats or bumpers.



[News] **Biesse group** takes over majority shares of the sanding-machine manufacturer **Viet**.



[Innovation] With the model **Cube**, **Weinig** presents a four-side planer with laser-based measuring and interior monitoring. This is based on the newly developed **ATS** concept introduced in 2010.



**33105**  
BIESSE CNC-machining centre  
EXCEL 4826 TC, YOM: 2000  
Price: 38.900 Euro



**32603**  
COSMEC CNC-machining centre  
CONQUEST 8200, YOM: 2006  
Price: 59.000 Euro



**32994**  
SCM Sliding table saw  
SI 450E, YOM: 2005  
Price: 13.900 Euro



**34131**  
SCM Moulder  
COMPACT XL, YOM: 2005  
Price: 13.500 Euro



**28993**  
PAOLONI Beamsaw EXPLORER 3200 P,  
YOM: 2003  
Price: 13.900 Euro



**31662**  
VIET Wide belt sander  
CHALLENGE T233 TM, YOM: 2003  
Price: 26.900 Euro



**34236**  
WEEKE CNC-machining centre  
BHP 200, YOM: 2006  
Price: 57.500 Euro



**29266**  
BRANDT Edgebander  
KDF 350 C, YOM: 2006  
Price: 24.500 Euro

 OUR NEW ONLINE-ENCYCLOPEDIA IN THE INTERNET

# The Daily Usage of the WoodTecPedia on [www.h](http://www.hoechsmann.com)



# hoechsmann.com

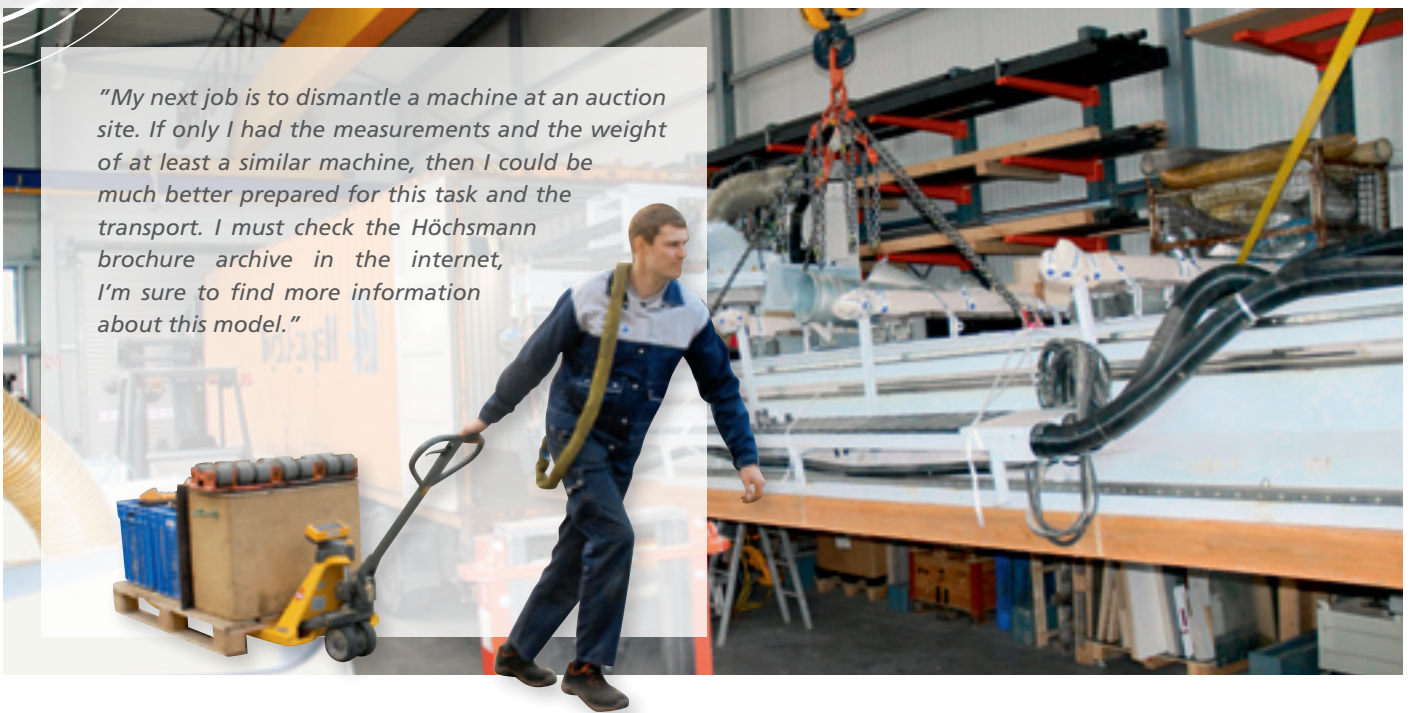


» Vario-Table «

» ultra-granupress «

» Vario NC «

» Twin Pusher «



## COMPANY AND CULTURE

# Our Service Team in Action

As a Trading House Without Commitment to a Manufacturer we Manage Diverse Technical Challenges

### Professional Logistics

Each year hundreds of machines change owners. In many cases this requires high performance of our logistics. Fast, precise, punctual, cost-effective, reliable, careful, experienced, secure – to sum it up: first class work.



Loading into a container



Perfect preparation



Secure handling

### Trustworthy Evaluations of the Condition

Honesty, experience and the willingness to learn are key factors for success in the trade of used machinery. In order to evaluate the condition and value of a used machine in a realistic way, it is necessary to have solid values as we have in the Höchsmann company culture. In addition to this, there needs to be the willingness to continuously optimize one's work and the ability to recognize priorities. It is important to possess a clever information system in which expert knowledge, important details, calculations and



HOMAG FL 20



Fully functional BIESSER Rover C9

pictures for each machine are easily available.

» tilting axis «

» sensoFlex «

» Quickmelt «

» SORB TECH «

» Rover «

### Attractive Presentation

Technology to feel and compare – in our modern and practical presentation halls, we present hundreds of machines and other equipment on almost 7000 m<sup>2</sup>, many of which are tested and ready for demonstration.

Clients from all over the world come to check the condition of our high-tech stock machines. They make use of our expertise and get to know the environment in which machines are examined and repaired. A qualified level of service guarantees clarity regarding the condition.



Appointment to negotiate  
Weeke Venture 1



Ready for demonstration  
Edgebander

### Qualified Inspection and Repairs

It is extraordinary for a machinery dealer to handle all types of machines from all manufacturers, and also to master and repair different generations of machine controls. This is a great strength of Höchsmann used machinery. It is possible because of our experienced service team, continual advanced training, and our close connections to all the manufacturers as well as external service partners.

All up-to-date service tasks are put together in a central task list. Each type of machine has its own individual check-list, which is visible for everyone in the company and con-



Experience and expert knowledge

tains all our service work, the results and the calculation. Our service technicians administer this data online on a daily basis.

enges.

### » Competent Installations

Assembling and installing special machines is a daily routine in our demonstration halls. This costs a lot of space and working hours, but it is worth it – for several reasons:

- | Employees check the completeness and functionality even of complex machines.
- | We get a detailed description of the condition, defects are spotted early enough.
- | Functioning machines are more attractive than stored machines.
- | They can now be demonstrated on video for the final check for the customer.



Teaching for the user? No problem!

- | Our staff have great opportunities for learning and can install the machines at the customer's site in a professional manner.
- | We can pass on these machines with a good conscience even to clients with very high standards.

### » Effective Service Infrastructure

Quality, reliability and efficiency can only be achieved in a tidy and well organized work environment. There has been a lot of progress in this area at Höchsmann in recent years:

- | Vast extension of spare part stock
- | Strategy: Each item has its own place; no need to search any longer
- | Tidy, clean & attractive workplaces
- | Short and direct routes
- | Modern communication systems
- | Mobile workstations
- | Everyone gets involved and submits to the standards!



Keeping order in our workshop – everything has its place!

» printLine «

» PowerCom «

» Quicktronic «

» Prisma «

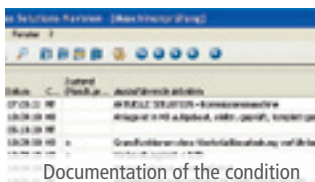
» PowerGrip «

### » Convincing Documentation of the Machine's Condition

Customers from foreign countries are glad if they don't have to come to Klipphausen again for the final demonstration of the machine. We offer them more efficient ways of documenting the condition. Precision tests can be documented in an effective way using high-tech measuring instruments. Test work pieces can be sent by post and



My client would like...



Documentation of the condition.

implemented in the videos. Of course we also offer seminars for machine users, currently only by personal attendance – perhaps also online in the near future?

### » First Class Storage

We are increasingly taking on young, high value machines. Owners such as banks, leasing companies and also woodworkers demand a straightforward management and a good profit. The perfect condition for achieving a good price for such machines is if they are installed and ready for demonstration, not dismantled or in storage. Our service team covers this demand reliably.

Is this machine capable of drilling my work pieces? How long does it take for each piece? How long does it take to change from one work piece to the next? If machines are ready for demonstration, we can often answer such questions right away.



WEEKE BHT/BST 500

Example WEEKE BHT 500/ BST 500, built 2004: This through-feed drilling line was commissioned by an Irish customer to our stock. It was assembled and installed for demonstration in our hall and test work pieces were programmed. The complete video is on [www.hoehsmann.com](http://www.hoehsmann.com), just enter BHT 500 in the search box.

# How to Become More Efficient in Daily Work



Work-off the call list: more efficient in the forest than at the PC!

A company can attain tremendous strength if it allows itself to be confronted and corrected towards more efficiency. This is especially relevant if its members play corporately together as a team and not as rivals. I am delighted by all of my staff who have worked in such a manner and therefore contributed to higher effectiveness of our work. A while ago I received an enquiry from one of my members of staff. He asked me whether I would like to write a few lines about efficiency. I was surprised about this, because this moderate-tempered man knows not only my strength in efficiency, but also my weaknesses. Once I described myself to him as an "efficiency monster". This statement spoke about my awareness that my

1. Confrontation and Cooperation
2. Pursuit and Patience
3. Planning and Spontaneity
4. Discipline and Calmness
5. Overview and Focus
6. Effectiveness and Generosity
7. Progress and Continuity

positive drive to performance sometimes tends to a negative ruthlessness. So I was glad he asked me in spite of this. I thought about the subject and discovered 7 different pairs

of counterparts. These pairs seem to be contradictions but my experience is: Efficiency can blossom where they are reconciled. So here are my thoughts about the first pair.

» Power Pack II «

» POSIT «

» Point-to-Point «

» Power Concept «

» Polypan «



## 1. Confrontation and Cooperation

### Efficiency Needs Confrontation

Whoever wants to grow in efficiency needs the boldness to confront. Becoming more efficient means change. Whoever dares to change working habits or old structures steps onto a battlefield. Such initiatives immediately stir up resistance amongst the advocates of the status "everything should remain as it is!" The one who avoids conflict will quickly yield in such circumstances. The one who dares efficiency will endure short-term disharmonies, because he has set his priorities towards long-term progress. We all know such people

with the "gift" of confrontation, don't we? They constantly question us and come up with unpleasant issues. They are not very popular. But whoever wants to become more effective should train in exactly this competence of confrontation.

### Confrontation Needs Cooperation

This does not mean, of course, that confrontation necessarily leads to efficiency. Quite often the opposite is true. If somebody has the "gift" of confrontation, but not the gift of cooperation, it will lead him to the opposite: he will lose his team-mates and his performance will go down. Confrontation only leads to efficiency if it is coupled with cooperation.

These two are very different, but coupled together they are powerful and enable a person to act with a hard head but a soft heart. In other words this is like a cross between a confronting lion and a peaceful lamb. The roaring lion confronts the issue, the soft lamb gains the hearts of people for cooperation.

### It Starts with Self-Confrontation

Amongst us business people, the cross between these two competences is quite rare, but one can be trained in it. There is an ideal sparring partner to train with. Everyone cooperates with him, not many dare to confront him. This person accompanies us at all times – it is our own

self, our ego. It is better to deal with the "plank in our own eye" before we let loose our competence of confrontation on the "speck of dust in our neighbour's eye". So there is hope for the person who is a coward in confrontation. There are many practical ways how we can confront our own ego. For example by confronting sensitive skin with cold water whilst having a shower; by setting an alarm clock an hour earlier to confront a lazy body; or by confronting a gourmet palate with simple, healthy food.



Confrontation belongs to it!





**32362**  
HOLZHER CNC-machining  
centre PRO-MASTER S  
7023 K250, YOM: 2008  
**Price: 49.000 Euro**



**33064**  
OMGA Optimization cross  
cut saw T 421SNC 6000,  
YOM: 2007  
**Price: 11.800 Euro**



**34128**  
SCM Wide belt sander  
SANDYA 7 S RCS 135,  
YOM: 2006  
**Price: 21.500 Euro**

## » Confrontation of the Efficiency Robber: the PC

Concerning the confronting of inefficiency, I have questioned myself recently in regard to my use of the computer. It dawned on me some time ago, what once had become the giver has now become the robber of efficiency for me. If we allow ourselves to be distracted by it, it can be quite a burden if emails arrive every 15 minutes, demanding an urgent reply. Too many hours in front of the screen and the blood pressure falls. The concentration level sinks, the working pace decreases, while the pressing of the delete key increases. Such circumstances create

an appetite for short-term success rather than long-term efficiency. So every single email of the forty daily arriving ones is checked immediately because it could bring good news. Sales statistics are checked more frequently than is necessary and effective. Some people need the distraction of diverse entertainment websites to get their blood pressure back up. Spoilt by these soul-comforting distractions, there often isn't enough energy left for complicated tasks. So it happens that emails with difficult subjects find access into the seemingly never-ending circle of follow-up jobs.

Similar experiences used to characterize my office work, even though I

was aware of their destructive side-effects. To go with the flow in the age of communication is to shatter one's thinking capacity into many little fragments. It means forgetting how to concentrate on one issue for a length of time, or how to think something through till the end, or how to evaluate a complex matter with a general perspective. It might appear effective if we work through 300 little details a day, but our obsession with "more and more, faster and faster" leads to superficiality and finally to ineffectiveness. A lot of time is wasted by going back to matters over and over again. A few years ago I discovered that my memory was starting to slip a bit. I can derive this from my use of

the computer. Because of the access to brilliant databases which give maximum information with minimum effort, I trained my memory to avoid remembering: "Why remember this detail when you can find it with one click in the database?"

Nonetheless I do value the effective influence of computers at the workplace. As a company we certainly make good use of them. Three years ago we upgraded our business software and stepped into new horizons, which enabled new perspectives like the "WoodTecPedia". Yet I sense that effectiveness blossoms best if PC and internet are used in moderation and in a careful manner. Many contemporaries seem to be

» Pick & Feed «

» Optiplanning «

» PM-System «

» PC 20+ «

convinced of the opposite: They don't really want to get off the "online drip". They boast: "Unlimited reachability – how great!" And indeed they are reachable at the weekend, when they are ill, on holiday – possibly in future even in their sleep?

### Practical Tips for Efficiency

In this respect I prefer to go against the flow. I still live happily without a Smart phone or Facebook. I have been wondering for many years now how to spend less time in front of the screen and more time in interaction with people. So I launched several initiatives to block the flood of emails. First I kindly requested the "hyperactive" email

senders to quit their messages (even Amazon yielded). Then I started to check my emails only 2 – 3 times a day. Later I organized for my emails to arrive via my secretary, so they could be filtered into important and unimportant mails. Again, a while later, I established a new method of answering my emails via Dictaphone and not via keyboard. All these changes have brought some advancement in efficiency. But because the load of work has increased in the meantime, I was still bound up at the computer.

At the beginning of this year I was still discontent with my lack of progress and took drastic measures. I confronted my daily computer routine with a time limit: "Only one hour a day in front of the screen for

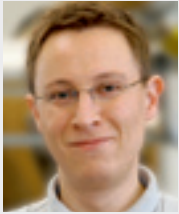
checking emails and databases must be enough!" In order to accomplish this, I withdraw from the screen with more and more work – like telephoning. While walking through the forest, in one hand a Dictaphone and in the other my mobile phone with my headset, I now get through my daily telephone list far much faster than in front of the screen. The exercise and fresh air, the beautiful scenery, and the memory-training without a pencil are all good for me. Without the distractions of a screen and the typing on a keyboard, I'm much more effective than I used to be. It still takes me longer than an hour every morning, but my time limit has disciplined me to withdraw from the screen at around ten o'clock in the morning and helped

me to find unknown time resources for projects. This part-time withdrawal from the PC was my biggest revolution in efficiency since I discovered the effectiveness of the computer 20 years ago.

I shared this because of my conviction that it is worthwhile to challenge and confront our habits. People who do not spare themselves from the hardships of change and confrontation will find it easier to win supporters for their initiatives of change at the workplace.

STEFAN HÖCHSMANN  
Managing Director

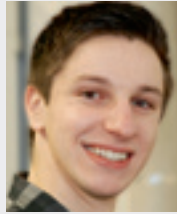
# Ten Years Höchsmann Company Culture



**André  
Munack**

*CNC Service Technician,  
been with Höchsmann since 2009*

» "What I especially appreciate is the strong focus on the family. Leaders regularly ask about family issues and welfare."



**Sebastian  
Ramm**

*Student of economics,  
been with Höchsmann since 2010*

» "The decision to choose Höchsmann as my partner-company for my studies was strongly influenced by the talks about the company culture beforehand. What I have discovered since starting my apprenticeship studies is that even unpleasant truths are communicated – internally and externally. There is a conscious effort to live up to the high standard of honesty."



**Silke  
Szameitat**

*Sales Secretary,  
been with Höchsmann since 2001*

» "We are doing well in putting our principles into practice – internally and externally."



**Isabell  
Rößler**

*Purchases Department,  
been with Höchsmann since 2005*

» "I still feel that we have to grow in the points 'efficiency' and 'dynamics'. These points need to be improved on and extended. The implementation of the sound values (the principles one to six on the left side) works quite well, especially 'justice' and 'honesty'."

» Netline «

» NC 481 «

» Multimelt «

» O-TRIX «

» Nesting «

» NC-Cut «

## What is Actually the Purpose of a Company Culture?



My name is Norman Schmidt. I am Sales Director for Höchsmann, a company which has the philosophy "Economic stability through sound values". This philosophy is the moral basis for all our success-orientated business ventures. This means for us

that our daily affairs are governed by rules: the 12 principles of our company culture.

In the year 2000, Stefan Höchsmann himself announced these company values, which have not been changed since then and which are regularly brought back to memory. Each new employee receives a personal copy of these principles. In order to keep the principles fresh in our mind, some of them are repeated during the meetings which our boss holds before the whole company every 2 months. Examples are given to illustrate where the standards were maintained or disregarded. I remember one of our meetings when the leader-

### The basics of our corporate culture

Sound values  
such as:

Justice...  
Honesty...  
Camradeship...  
Faithfulness...  
Modesty...  
Thoughtfulness...

... Economic  
stability throug:

Consistency...  
System...  
Efficiency...  
Competence...  
Dynamic...  
Enthusiasm...

ship admitted being too greedy and not cautious enough in the purchase

of a factory full of machines; we ended up being deceived.

## TOP-OFFERS &gt;&gt;&gt;



**33818**  
WEEKE CNC-machining  
centre VENTURE 1, YOM:  
2005  
**Price: 41.900 Euro**



**34130**  
SCM Sliding table saw  
SI 350E, YOM: 2005  
**Price: 10.500 Euro**



**34642**  
WEINIG Moulder  
POWERMAT 500,  
YOM: 2008  
**Price: 69.000 Euro**

### Are these Principles not a Hindrance for Business?

The daily routine of every company is characterized by relationships to many different people – to colleagues, deliverers and clients. Our personal and corporate success strongly depends on the cooperation of these people. How we live out these relationships has become the key for stability and long-time success in our company. As a matter of fact, our principles are nothing special; we just try to treat others in the same way as we expect them to treat us. Nobody enjoys being treated in an unjust, rude or unkind manner. Everybody expects his or her counterpart to be sincere. Orientating on sound values makes relationships

flourish, enhancing the atmosphere in the workplace. But it also stimulates business performance: if you had the choice of two business partners, you would surely not choose the one who is untruthful in what he communicates. Consistency, system, efficiency, competence, dynamics and enthusiasm: the spices of sound values in the recipe for success. Like the six morally focused points on the left-hand side, these six points for success on the right-hand side will be appreciated in life and daily work because they help to advance in excellence. These points stimulate us to think and act as if the company would be our own.

NORMAN SCHMIDT  
Sales Director



## »Honesty«

- Obeys the law and actively stands up against untruthfulness
- Tells the truth without exception, by spoken word or in written form
- Sticks to the truth even if it causes a personal disadvantage

All definitions of the 12 basics of our business culture you find at: [www.hoehchmann.com](http://www.hoehchmann.com) » Company » Business culture

» MPS «

» interpolation «

» ICOS «

» Multi-Pin «

» MFA «

» Imatronik «

## Solid Values Sometimes Involve Losing Out, but in the Long Run they are an Advantage

I have been working for Höchsmann for four years now and I'm responsible for the countries which speak Romanic languages. So it happens that I have daily contacts with many different mentalities and business cultures. I really like this job, but sometimes I get into difficult situations. It is not a rare occasion for me to be asked by new business contacts whether we could manipulate the invoice, for example by reducing it to only 30 % of the real value of the machine. When I turn down such enquiries, some business partners get frustrated and turn to other dealers in the hope that they would be open for such business. Therefore it sometimes seems to be a loss for the company if you consistently stick to

what is true and lawful. This also applies to my own pocket: for example, if I turn down offers of secret commission for brokering partnerships without the knowledge of my boss. I do not get involved with such "business" because it does not conform to the point "justice" in our company culture.

But what seems to be an initial loss is actually great gain. I have learned in daily business affairs that it is an advantage to constantly apply solid values, because this reduces the business contacts to partners who you can really cooperate with in a trusting, honest and transparent way. Because both the company and I have orientated on such good values as set

out in our company culture, we have a very good relationship which has enabled me to continue working for the company even though I have lived in four different countries within the

last two years. Again, it has proved to be an advantage in the long run.

LORIS NOVELLO  
Sales



# Handicraft with Wood in our Demonstration Hall



My name is Kathrin Jacob and I have been working for Höchsmann Used Machinery as a foreign language secretary (English and Polish) since December 2009. Apart from administration, I mainly work in the logistics

(export) department. Everyone who visits our company has to get in contact with me, because I work at the reception desk.

When I first started my job one and a half years ago I found myself in a completely unknown field. I could remember my childhood years, when I helped my grandfather a few times with his circular saw, but otherwise I didn't have any knowledge about woodworking machinery. Only three days after I had started my job we held our traditional Christmas gathering. This time it was for the first time in our machinery hall. But you would be wrong to think that we just sat around cozy, candlelit tables enjoying the famous Dresden Christmas



Stollen cake and the like. The gathering rather followed the motto of the German proverb: "Business before pleasure". So the whole staff of the company – the technicians as well as all the office-workers – came together. Everyone was challenged to get involved in using the woodworking machinery in the hall. There was sawing, routing, sanding, lac-

quering – each one of us could manufacture his own wooden version of the strategic game "Mastermind".

For me, as a new member of staff, this was an exciting experience which I thoroughly enjoyed and which was an excellent start up into woodworking technology.

» HPS System «

» Flex5+ «

» EPICS «

» HSK-F63 «

» FlexCut «

» EPS «



I was impressed by the fine cooperation within the team. Some of us stood "in great awe" of these big machines which we used for the production of the Mastermind game. But we were helped by the "professional specialists" amongst us who are qualified as joiners, window-makers, engineers for wood technology or as toolmakers.

In December 2010, we were creative in woodworking handicraft again at

our Christmas celebration. This time we manufactured wooden decorations for Christmas trees. Not everybody had the steady hands which were necessary for working with the Hegner Scroll Saw. Unfortunately I was one of these people. But because, as mentioned above, comradeship is an important feature of

our company philosophy, I received all the help I needed from my colleagues.

Perhaps it surprises you that we, as experts at trading with used woodworking machinery, should also be working with and at these machines ourselves. But that is exactly the crux

of the matter! We don't just want to be experts in the theory of these machines, we also want to develop practical expertise.

I personally would be very happy if our woodworking sessions before Christmas would become an annual tradition. Not only because it is pleasant to get involved with completely other matters than office work once a year, but especially because through doing so, we office workers get the chance to experience these machines first hand, which we otherwise only get to know on paper or photographs. This can only be of benefit for our clients and business partners.



KATHRIN JACOB  
Language Secretary

**SOCIETY AND RESPONSIBILITY**

# Investing in the Future Generation on Holidays

## No Sugar! No Electronic Devices! No Costs! – No Boredom!

A wise businessman observes current market trends so that he can make good decisions for the future. Yet in our fast-moving world it has become very difficult to speculate about the future. When will Europe overcome the Euro crisis? How will the US cope with growing state debts and trade deficit? Where and when will the next catastrophe strike our planet? All these questions are relevant for our global economy. Though there are many issues which become more and more unpredictable, some factors remain which still follow certain cause and effect lines. For me, one such factor is the question "Who will succeed me as company director?" when I retire. In regard to succession, a father of three children will first think

of his own children. Whether or not my own children will be willing and able to do the job is uncertain at present. But there are some factors which have a strong impact on this issue: How I invest myself in them and which values I choose to surround them with will determine their

decisions and abilities to a strong degree. If one does his job passionately like me, it is very easy to neglect the children. Overtime, business trips and new strategies – often there's not much time left for the offspring. So often we try to compensate our lacking quality time with the children by

taking them on holiday. Then we want to offer them something very special.

A few years ago I had an experience which altered my view on this matter. In the manner of one who buys used machines, I quickly checked the internet, rushed to the telephone and booked a family vacation to Tenerife: top hotel selected – photographs and location superficially checked – negotiation about the price in vain – order confirmation sent off. We were expecting a lot, the extraordinary arrangement was three times more expensive than our holiday the year before. Indeed the hotel was very good. The first flop came though when we discovered the vicinity of the hotel. Though the hotel was located directly



» EASY2FEED «

» Dynestic «

» Duplex «

» ecoPlus «

» Easy Control «

» DUPLUS2 «

at the seashore there was no real beach – only rocks and a walkway along the shore "with a vast ocean of souvenir shops". For those people who prefer less concrete, the hotel did have an answer. "Just book a rental car, park your children in the kids club and drive to a nice beach on the other side of the island". But for parents who have a genuine interest in the future of their children, this was not a good option, because they would have to accept that their children were bombarded with that kind of low-level entertainment which they avoid at home. So like most other guests, we spent most of our holiday sitting in the hotel – and eating. The food buffet was so vast and delicious that it had the power to suspend the self-control of most of the guests. I



vaguely remember one man who was standing next to me at the dessert buffet. He exclaimed with agony and excitement: "Oh no, it is too delicious, I can't resist!"

Since then I became more aware of the fact that spoiling our offspring with too many treats is counterproductive to our objectives for raising

children. As Walter Mischel of Stanford University found out in the "marshmallow experiment" many years ago, children with self-discipline will be more successful in their career. Instead of being self-centered, focusing on their own comforts and pleasure, they need to grow in relationships, learn to endure all circumstances

and become goal-orientated. The more we spoil them, the less they develop these qualities. Since our holiday in Tenerife, our family has been involved in an exciting youth project, where children and young people learn to say no and still have a lot of fun. Our summer camp 2011 will take place in Werdau from 30/07 - 05/08. More information about the "Anti-greed-camps" at [http://www.ferienstrom.de/files/2011\\_Sommer\\_Flyer\\_50.pdf](http://www.ferienstrom.de/files/2011_Sommer_Flyer_50.pdf)

STEFAN HÖCHSMANN  
Managing Director

# True Sustainability

## » Introduction

In my job I quite often chat with other observers of the market. The standard question "How are you?" is usually followed by the standard answer "Fine, how are you?" Another question often arises in these talks: "How are your prospects?" In countries with a recession the predictions are rather poor; in flourishing countries they are more positive. But even among the optimists, I have hardly come across anyone who is completely confident about the future market. This lack of enthusiasm regarding our prospects seems to be widespread – at least in German society. In 2010 the weekly German magazine "Der

Spiegel" published a report with the title "Nine out of ten Germans demand a new economic order". Obviously, many have doubts about the stability of our system. I can identify with this view, because I can see the following decisive discrepancy in our system:

Our system depends on the consumer's trusting. Therefore it desires stability and sustainability, because these create trust. But it also depends on greed and therefore has a desire for negligent consumers. The system that strives for sustainability depends on sustainable people; consumers who have been trained in negligence create a system of instability.

I'm not against our social market

economy in principle, but as long as it promotes greed and negligence, it needs to be corrected. We shouldn't shift the responsibility of a reform to more sustainability on to the system, but everyone should start with themselves. It does not change a system if individuals start caring more for their future, but this would be a little step towards more confidence. I wrote an article on this theme which can be downloaded via the link: [www.hoehschmann.com/sustainability.pdf](http://www.hoehschmann.com/sustainability.pdf). It is intended as a thought-provoking impulse for those who seek more solid values than just money and success; and also for those who are willing to restrict their own needs for the future of their children.

## » The Miracle-Economy

I was born in 1962, during the so-called German "economic miracle". I can imagine that our generation will go down in history as a remarkable one. With remarkable energy our parents shaped war ruins to vibrant industries. Full of confidence in the future, they created the so-called "baby-boom". Full of enthusiasm, they invented new technologies and helped Germany to become the world champion of exports. As the boom-babies grew up and we became the first "I-just-wanna-have-fun-youth", there was already an abundance of things. The ancient dream of mankind – prosperity for everyone – was fulfilled in our

» Double Edge «

» CSFL Concept «

» CombiScan «

» DIGIT «

» CSD Plus «

generation. We lived carefree lives and enjoyed leisure, holiday and prosperity. Democracy spread from nation to nation and our old continent Europe enjoyed an amazingly long period of peace. Then as our parents stepped back and we stepped forward, people wondered how we would continue. Because we were the pupils of the 1968 teacher generation, people expected us to squander the accomplishments of our parents on our own pleasures and bring the economic miracle to an abrupt end. But far from it, they underestimated us! We even surpassed the economic success of our parents; we developed the economic miracle into a proper "Miracle-Economy". And it performed one amazing thing after another. Just like magic it changed fed-up-to-the-

top-people into consumers with ravenous appetites. Even though they worked less and "leisured" more they had enough money to afford it. Robots were recruited to the factories, the work force was sent out onto the street. But interestingly enough, even the unemployed earned more than the average worker of the preceding generations. Our miraculous economy not only produced more output with less people, it also managed to survive without too many factories. Manufacturing plants were transformed into pleasure parks. The production of goods went to cheap labor countries. The sectors that still blossomed within the old industrial nations were wellness, pleasure and excess. Like in a fairy tale, this did not lead to a downfall but to more

prosperity for all. The demand for more goods and the reality of less inland production seemed to be a discrepancy. But not for our Miracle-Economy: "Abracadabra!" – and it invented new finance products with supernatural abilities, so that the value of mortgages could grow according to greed and not to their real value. Through faith in the Miracle-Economy and its continual thriving, the growing mountain of debt became more and more insignificant.

## » The Foundation of our Miracle-Economy Is not Solid

So I think that our generation with its wondrous economy really deserves

the title "remarkable". However, we are still in the best age of our career, so it is too early for a final conclusion. We still have quite a few years in power ahead of us. Who knows, perhaps we will conjure up more remarkable facts for future history books. This could happen, for example, if after our phenomenal rise we experienced a phenomenal downfall. Then we would not only be the remarkable generation which drew tremendous riches out of nothing, but also the one which squandered the riches and had a remarkable fall. Until a few years ago, most of us viewed such a scenario as completely unrealistic or absurd. Then the financial crisis has revealed, how instable our global economy really is. In the meantime, almost three years have passed and through further debts

TOP-OFFERS >>>



**33033**  
EGURKO ORTZA Edgebanding combination line ECR 192, YOM: 2004  
**Price: 22.900 Euro**



**32342**  
CASATI Guillotine CIP 26, YOM: 2001  
**Price: 6.800 Euro**



**30057**  
HOMAG CNC-machining centre BOF 711/42/13/F/R, YOM: 2006  
**Price: 84.900 Euro**

some of our countries have managed to regain certain levels of growth. This should not mislead us to believe in an ongoing continuation of the miraculous powers of the market. Our system is still, to a great extent, driven by the short-term growth generator greed – which is everything but sustainable.

» The Miracle-Economy Depends on Greed in Society

We all understand that greed drives our economy, don't we? Greed is if you want more of something, more than is good for you. The word "more" often serves the interests of

greed. Today it is one of the most frequently used words in the language of advertisement. It is human and good to strive for more, but never was the pursuit of "more" so perverted as it is today: When I was a baby, people wanted more in order to have enough (survival); when I was in my teens, people wanted more than they needed (luxury); now that I am a parent, I observe that most people want more than is good for them (greed). Once we were needy, then we had enough, and now we are greedy. Today's children, for example, are greedy for more than is good for them: too many hours of senseless TV, too many hours in front of the computer or other electronic devices, too manipulated by the newest trends,

too much junk food, etc. Who drives them to be so greedy for more? It is their social environment that is controlled through the media by the commercial interests of our Miracle-Economy. By the way, it is the same social environment that also drives us adults to more than is good for us: too much stress, too much medicine, too much soul food, too many debts etc. It is hard to deny it: our system promotes greed in us and uses it for its short-term expansion. Advertisement proves this fact. I recently observed three related advertisements at an airport. "Treat yourself! Spoil yourself! Indulge yourself!" In other words: "Ignore your good resolutions and just let go. Leave your ambition to be sustainable. Be

negligent. Surrender yourself and your money to us! Our products will take care that you will be spoiled and become a slave of your negative passions."

» Greed Leads to Negligence – Negligence Is Dangerous

Advertisements that promote greed are rather standard than an exception in our system. It counsels us: "Buy as much as possible, more than you need". It doesn't say: "Be careful that you do not buy in excess, it could have bad consequences." It sounds ridiculous to imagine an advertisement industry which would

» Clean-up «

» ATS «

» AllGrip «

»combiLine «

» c.a.t.s. «

» Ambition «

encourage consumers to be moderate buyers. Everybody knows that our system prefers mindless indulgence to sensible modesty. We all know our system welcomes greed. Greed leads to blindness and stupidity. Whoever lives in a system dominated by greed lives in danger. Greed is always accompanied by negligence and is therefore like a time bomb. If somebody is too greedy for food, his sweet treat will turn sour within him. Countries which showed most greed before the crisis were struck the hardest afterwards. How remarkable – nowadays in the days of "mega-enlightenment" through the internet, we have been deceived by a system which claims to be a miracle performer. "If we all join in and are greedy...", so boasted our Miracle-Economy, "...then we will continue

to grow and magically create a surplus for everyone". So people didn't think it necessary to use their minds and think about the situation. But



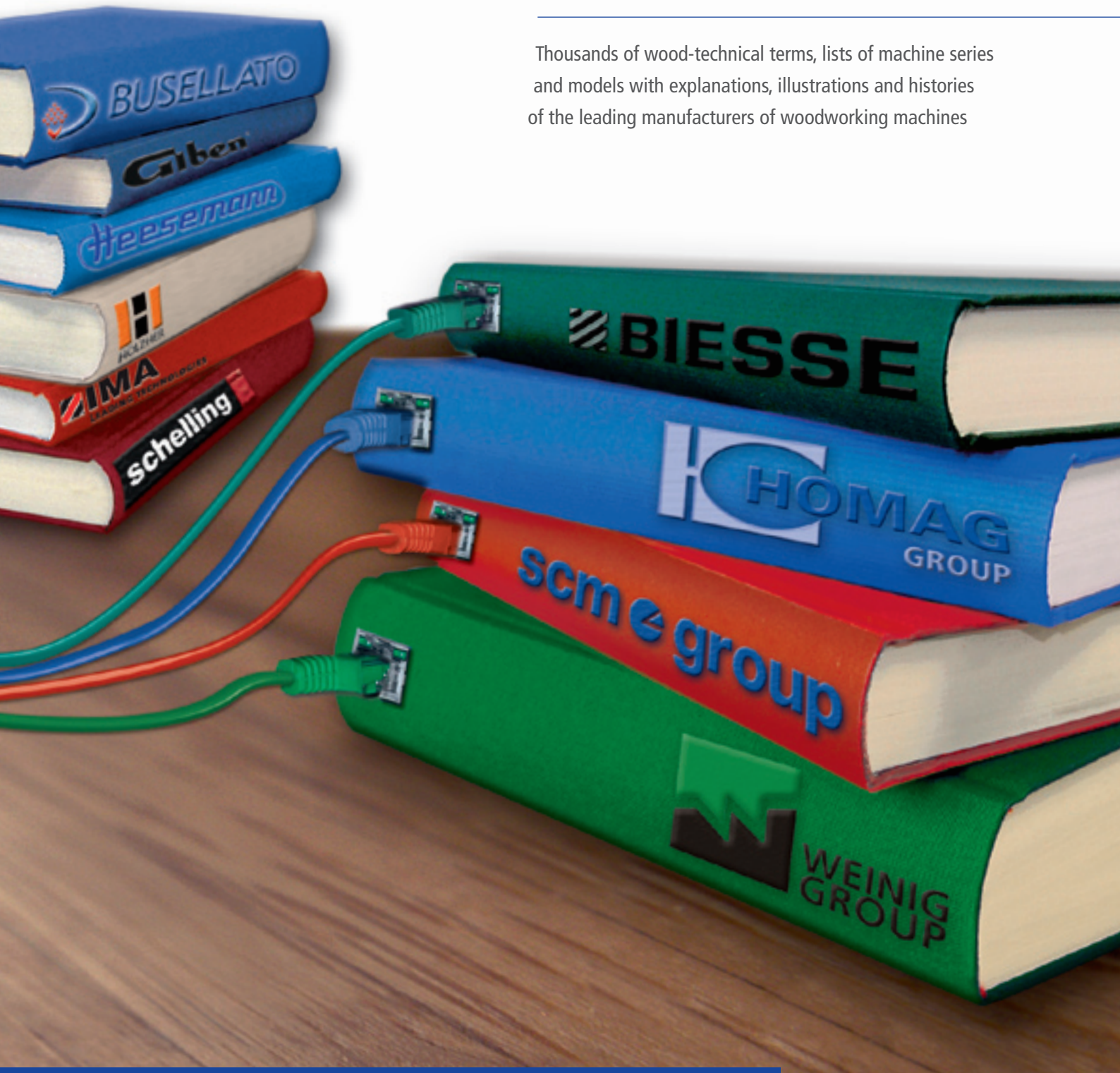
we should be asking ourselves whether it's worth the risk to continue participating in the system – in view of our own and of our children's

future. Do we really want to continue to buy goods that we don't need, from the money we don't have, perhaps only to impress people we don't like. Perhaps we are not like this, and for sure, it wouldn't be so easy to step out of the system. It would be an enormous project laden with risks. But I believe the alternative to continue with greed is a much greater risk. I found out in my life that there is a much better way than greed. True sustainability is not an abstract idea, but it can be found. I invite you to join my thought about this subject and continue reading the whole article. Please follow: [www.hoehsmann.com/sustainability.pdf](http://www.hoehsmann.com/sustainability.pdf).

STEFAN HÖCHSMANN  
Managing Director

# WoodTecPedia

Thousands of wood-technical terms, lists of machine series and models with explanations, illustrations and histories of the leading manufacturers of woodworking machines



**Höchsmann**  
TECHNOLOGY FOR WOOD

EDITOR  
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**Höchsmann GmbH**

Schwabacher Straße 4  
D-01665 Klipphausen

tel 0049 (0) 35204 6510  
fax 0049 (0) 35204 65190

info@hoechsmann.com  
www.hoechsmann.com