

# Closer to the Market for Better Customer Service

## 贴近市场 服务客户

—— Interview with Mr. Edgar Purkart, CEO of Schunk Carbon Technology (Suzhou) Co., Ltd.

—— 访崇德碳技术（苏州）有限公司首席执行官艾沛卡先生

2014年1月22日，对于德国崇德集团在华发展是具有里程碑意义的一天。位于苏州吴江经济技术开发区的崇德碳技术（苏州）有限公司举行了盛大的新工厂开业典礼。这是崇德在中国最大的投资项目，拥有超过32000平方米的厂房，全套的进口加工设备以及配置完整的试验室。在这令人激动的时刻，全体员工共同庆祝新迁之喜和总部辉煌的101周岁诞辰。

具有百年悠久历史的德国崇德集团一直拥有业界翘楚的美誉，经过百年的洗礼，已牢牢占据全球碳技术的龙头地位，凭借材料应用与系统工程领域的领先技术享誉全球。从1913年成立至今，已发展成为在全世界29个国家设有60多家分公司，拥有8000多名员工，2014年全球销售额近9.9亿欧元的跨国集团。

谈到崇德和中国的合作，可以追溯到上个世纪90年代。崇德集团审时度势，于1996年在广州成立了独资公司。在中国近20年的发展中，崇德专注于碳素系材料的开发、生产和应用。凭借创新精神、技术专长和卓越服务为客户提供了一系列独一无二的产品和服务。对于客户来说，崇德可以提供跨国公司的全球领先技术，根据市场需求实现客户定制化的产品，包括规模化的工业市场和高度专业化的利基市场。它涉及各种行业如汽车、铁路、风电、家用电器、太阳能、半导体、电动工具和机械密封等。崇德一直引领碳材料前沿技术并不断超越客户的期望。



□本刊记者：李莉 刘新洁

经过不懈努力，公司在各方面都取得了优异的成绩，规模、能力和服务都发生了巨大的变化，在上海、广州、北京、苏州和香港都设有销售办事处，目前员工约500人，生产销售额达到3亿元。随着中国市场需求不断扩大，为了更好地拓展市场，崇德于2013年在苏州吴江经济开发区扩建了新厂房。那么，作为工业产业链中的一个重要环节，崇德这家不直接面向

消费者的高新技术企业的生存之道是什么呢？崇德在中国是如何取得如此成就的呢？为此，记者专程采访了崇德碳技术（苏州）有限公司首席执行官艾沛卡先生。这位亲历并见证了崇德8年发展的掌门人向记者做了详细阐述。公司市场销售部总监刘永洁女士和研发部经理张德恒先生也一同参加了访问，刘永洁女士还对崇德中国的市场现状



和未来发展作了进一步的分析说明。

碳素系材料是崇德的灵魂。崇德的碳石墨、碳复合材料使产品创新成为可能，帮助客户克服了许多因传统材料受到的限制。崇德致力于不断提高碳材料的性能，如：电阻率、表面硬度、耐磨性、自润滑性、耐热性和复杂工况适应性。特别是在当前科技快速发展和市场瞬息万变的时代，崇德始终引领碳素系材料产品的研发、生产和创新应用，从而获得市场先机。无论在市场拓展方面还是新产品研发方面，崇德都会坚持以市场为导向，以更快适应市场发展的需求。在崇德集团全球四大产品事业部中，碳技术事业部举足轻重，其营业收入占集团50%以上的份额。而在中国，无论是市场销售份额还是新产品的应用，崇德也一直都是行业领导者。

艾沛卡先生说：“克服困难需要全面专业的材料技术，深入了解客户的产品应用以及追求尽善尽美的自我要求。我们能够不断优化客户系统的性能和工艺可靠性，帮助客户以新的视角洞察未来的市场和技术。我们创新的材料和生产技术的发展已经在许多领域达到客户未来需求，包括汽车行业的降耗组件，风电行业的极高性能碳刷等。我



们知道如何提高质量并完善服务、延长维护间隔和提高客户系统的生产效率；也知道如何投资进一步发展，能够减少后续工作和运营成本；我们更是在量产以前就洞悉市场趋势，以确保客户在同行业保持技术领先。例如，崇德一直是电机制造商的完美开发合作伙伴，为家用电器、电动工具、园林设备和微型电机提供碳刷。随着产品升级换代，电机变得体积更小、功率更大，要求越来越严苛。为此，我们开发更高质量的解决方案，以确保操作安全、使用寿命长、低噪音运行，既可以应用在使用条件极其苛刻的专业电动工具行业中，也可以应用在要求使用寿命极长的洗衣机行业。”

有着丰富管理经验的艾沛卡先生，凭着对亚太市场的深刻理解和高超的商业智慧，以敏锐的眼光面对竞争激烈的市场。他说：“面对总部对中国市场发展的要求，针对中国近期经济市场框架性的调整，从以前纯粹出口式贸易架构，转为更多向国内需求为主导的经济形式。所以我们在市场和销售当中必须要进行转型，这就意味着我们面对中国市场，要不断加强产品和研发的本地化。”

刘永洁总监补充说：“对于我们来讲，这两年整个经济相对下行，但是我们还是会充分发挥产品的优势和坚持市场导向的经营策略，进一步优化产品组合，同时也加大产品研发和技术方面的改进。所以我们将以技术的优势作为抢占市场的主要力量，去保持市场优势。”

企业怎样能够对市场做出快速反应呢？关键是人力资源的配置和企业文化的培养。人才是企业制胜的第一因素，企业文化是企业发展的精神动力。崇德为员工营造了公平、愉快、具有成就感的企业文化氛围，调动了员工的工作积极性与创造性。艾沛卡先生强调说：“人是最重要的财富！人才是企业发展的关键因素，如何管理好一个企业本质上就是如何管理好企业的人。”公司制定了由四大元素组成的人才管理机制：建立有效核心管理团队，实施绩效考核，建立透明化沟通管理模式，进一步细化人才管理。公司在绩效方面有很好的薪酬体系和公平公正的奖惩机制，因此我们也为员工提供非常好的培训成长计划，每年拨出高达6位数的费用作为人员培训资金。在培训计划中，让员工更多的理解公司的企业文化。公司每年都会派优秀员工去德国培训和学习，给他们更多施展才能的平台和发展空间。”

谈到今后的发展计划，艾沛卡先生充满信心地说：“去年我们超额完成了总部的增长计划要求，实现了两位数增长。今年，我们也按照原定销售计划完成两位数的增长。亚洲特别是中国市场是我们整个全球战略的重中之重。集团今后10-15年将把发展重点放在亚洲。中国是亚洲发展最核心的部分。所以我们对中国发展的前景和对后续市场拓展充满信心。集团每年会以销售额的10-25%用于扩大再生产。对扩大产能和人力发展的持续投资将与上述规划携手并进。”

January 22, 2014 is a milestone in the development way of Schunk Group in China. On this day, Schunk Carbon Technology (Suzhou) Co., Ltd. organized a grand new factory opening ceremony in Suzhou Wujiang Economic and Technological Development Zone. This new factory is Schunk's largest investment project in China: its workshop area is more than 32,000m<sup>2</sup>, equipped with imported processing equipment and a completely-configured laboratory. At this exciting moment, all the staff celebrated the joy of new move and the 101st anniversary of Schunk headquarters.

With a century history, Schunk Group has always blessed with the preeminent reputation in the industry. After a hundred years of baptism, it has firmly occupied the leading position in the global carbon technology and has been world-renowned by the virtue of its leading technology in material application and systematic engineering field. Since its establishment in 1913, it has developed into a multinational corporation, with more than 60 companies in 29 countries, employing more than 8,000 people, and its global sales was nearly EU 990 million in 2014.

The cooperation between Schunk and Chinese firms can be dated back to the 1990s. In 1996, Schunk Group established a wholly-owned company in Guangzhou. During nearly 20 years of development, Schunk focused on development, manufacture and application of carbon. It combines innovative spirit and technological expertise with exceptional customer service to provide a range of products and services unique to the market. For customers, Schunk is a partner who can offer all the technological possibilities of an international company and implement ideas custom-tailored to market needs, both for high-volume industrial markets and for highly specialized niche markets. It involves such industries as automobile, railway, wind power, household appliance, solar energy, semi-conductor, power tools and mechanical seals and etc. Schunk stays focus on our leading edges in Carbon Technology and Outperform Customer expectations.

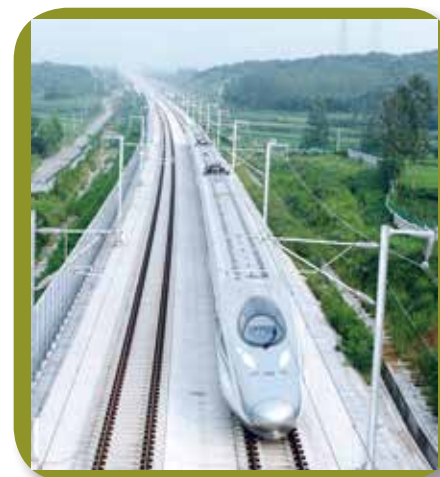
The company has obtained great achievements in all aspects: its scale, capability and service are changed tremendously. Approximately 500 employees are working in its sales offices based in Shanghai, Guangzhou, Beijing, Suzhou and Hong Kong, and its production output reaches RMB 300 million. Especially in 2013, with the increasing demand from the Chinese market, Schunk expanded its new plant in Wujiang Economic

Development Zone for a better market expansion. However, as an important link in the industrial production chain, what is the way of survival for Schunk? How has Schunk achieved such achievements? Therefore, Multinationals in China interviewed Mr.

Edgar Purkart, CEO of Schunk Carbon Technology (Suzhou) Co., Ltd., who has experienced and witnessed Schunk's development for 8 years. Ms. Cathy Liu, Marketing & Sales Operation Director and Mr. Henry Zhang, R&D Manager attended this interview together, moreover, Ms. Liu also provided further updates in today and future's market development of Schunk China.

Carbon is the passion of Schunk. Actions and entire knowledge of Schunk in China focus on this fascinating element and its versatile industrial applications. Schunk's materials of carbon graphite, carbon composites allow the manufacture of innovative products which overcome many of the limits that conventional materials are subject to. Enhancing traits like electrical conductivity, surface hardness, abrasion resistance, self-lubricating properties and heat and media resistance is Schunk's profession. With rapid technical development and changing market, Schunk leans on its technological expertise in the development, production and application of carbon technologies to gain a head start in customers' markets. It adheres to the market-oriented strategy no matter in market expansion or new product R&D, which makes it faster adapt the market development. Among Schunk Group's four global divisions, the Carbon Technology Materials Division plays a very important role, since its operation revenue accounts for more than 50% in the Group. And in China, Schunk is always the leader, not only sales but also carbon technology.

Mr. Purkart says: "Overcoming obstacles requires sound material expertise, a deep understanding of customer applications and a desire to make something good even better. We are able to continually optimize



the performance and process reliability of customers' systems and help customers gain new perspectives for future markets and technologies. Our innovative material and production technology developments already meet the future needs of customers in many areas, including consumption-reducing components for the automotive industry, extremely high-performance carbon brushes in wind power plants and etc. We could understand how increases in quality affect the service, maintenance intervals and productivity of customers' systems, investments in further development and new development can reduce follow-up and operating costs and market trends are readied for serial production early on to ensure our customers a technological head start. For example, Schunk is the ideal development partner for electric motors, who offers carbon brushes for household appliances, electric power tools, gardening equipment and micro motors. Today motors become smaller and more powerful all the time, so our high-quality solutions are characterized by maximum operational safety, a long service life and low-noise operation, regardless of whether it is in extremely tough usage conditions in professional tools or for an extremely long service life as required by washing machines."

Mr. Purkart, an experienced management veteran, faces the fiercely-competitive market with sharp insights by virtue of his deep understanding on the Asia-Pacific market and his superb business intelligence. He says: "Confronted with headquarters' requirements on developing the Chinese market, against the recent structural adjustment of economic market in China, we have turned from the pure export trade structure into a more domestic demand-driven economic form. Therefore, we must transform both market and sales, which means that we will be more localized for the local market, products and R&D."

Ms. Liu says: "for us, the entire economy has been descending during these two years; however, we will still give full play to the advantage of our products and market-oriented operation strategy, further optimize our product portfolio and enhance improving both product R&D and technology. Therefore, we will occupy the market by virtue of technical advantage as the main force to maintain the market."

How can an enterprise make a quick response to the market? The key is the configuration of human resources and the cultivation of corporate culture. Talent is the first factor to win the business, corporate culture is the spirit power for enterprise development. Schunk has created a corporate culture atmosphere full of fairness,



delight and achievement sense for the staff, and the atmosphere has mobilized their working enthusiasm and creativeness. Mr. Purkart emphasizes: "People are the most important wealth! Talents are the most important factor for development of any enterprise, the essence of how to manage well an enterprise is just how to manage well its staff." Schunk has formulated a talent management mechanism comprising of four elements: establishing effective core management team, implementing performance assessment, setting up

transparent communication and management model and further refining the talent management. "The Company has a good salary system and a fair and equitable reward and punishment mechanism in performance assessment; hence, it provides a good training and development plan for the staff-we allocate a high 6-digit amount as personnel training funds every year. In training plan, we make our staff know more about the corporate culture. In addition, we send excellent staff to Germany for training and study to provide more platforms and development space for their talent display," he says.

Speaking of Schunk's future development plan, Mr. Purkart is full of confidence: "Last year, we over-fulfilled the growth plan fixed by the headquarters and realized a double-digit growth. This year, we also shall complete a double-digit growth in accordance with the original sales plan. Asia especially the Chinese market is the priority of our entire global strategy. The Group will focus its development on Asia in the next 10-15 years. China is the core part of the development in Asia. Therefore, we are fully confident in the development prospect and the subsequent market development in China. The Group will expand reproduction with 10-25% of the sales volume annually. Continuous investment in capacity expansion and people development will go hand in hand with these plans."