

C1Kardex - A World-leading Automatic Storage and Retrieval System Enterprise

卡迪斯——全球领先的自动仓储与检索系统专家

—— Interview with Mr. Thomas Le, the General Manager of Kardex Logistic System (Beijing) Co., Ltd.

—— 访卡迪斯物流设备（北京）有限公司大中华区总经理萧育亮先生

□本刊记者 李 莉

1873 年，Kardex 卡迪斯正式成立。横跨两个多世纪的卡迪斯集团如今已经成为世界最知名的自动仓储与检索系统专家。作为世界顶级工业智能自动化仓储整体方案供应商，卡迪斯致力于为全球汽车，电子，航空航天，机械制造，金属加工，化工能源，制药医疗等行业客户提供量身定制，优质可靠的智能自动化仓储与检索解决方案，以高质量和完善的服务体系，以及持续的技术升级与新产品研发赢得了全球客户的长久信任。

2017 年，迎接改革开放 40 周年之际，本刊记者采访了卡迪斯物流设备（北京）有限公司大中华区总经理萧育亮先生。2014 年，萧育亮先生的上任给卡迪斯在中国的发展注入了新鲜血液，他以开放的、授权式的管理措施让公司获得了新的发展动力。1975 年出生的萧育亮先生祖籍澳门，7 岁时随家人移民加拿大，在加拿大滑铁卢大学完成大学学业并获得工程学学士学位，之后在中欧国际工商学院获得 EMBA 硕士学位。萧育亮先生毕业后一直在全球知名的 ABB 北美



公司工作。2004 年，他被公司委派到中国工作，那时中国的汽车行业正经历着爆发性的增长，急需有经验的管理人才，2004 至 2007 年，在中国 4 年的工作帮助他更加全面深入地了解中国市场。随后，机缘巧合，2014 年，萧育亮先生正式加盟卡迪斯公司。对于刚上任三年的萧育亮先生来说，这三年，是充满挑战的三年，也是收获的三年，双倍销售增长数字是对萧育亮先生最大的肯定。

萧育亮先生向记者介绍

说：“在‘工业 4.0’、‘中国制造 2025’战略大背景下，中国物流行业的发展方兴未艾，正在经历从传统搬运、拣选向高效、智能的方向发展。虽然，中国物流行业的基础水平与欧美发达国家相比还有一定差距，但广阔的市场发展潜力为卡迪斯的发展提供了巨大的上升空间。然而，如同汽车市场的发展现状，这样的差距会随着工业发展的速度被迅速克服。当今的中国市场有着非常与众不同的活力。广阔的市场发展前景为均衡发展企业提供了难得的机遇。卡迪斯希望成为这类企业。卡迪斯集团的业务遍及全球 30 多个国家，总部位于瑞士。



在随后的十年里，中国物流业发展迅猛，自动化需求也日益渐增，2004 年 4 月 23 日，我们正式成立卡迪斯物流设备（北京）有限公司，现在的市场发展前景是非常值得期待的。”

“工业 4.0”、“中国制造 2025”，这些国际和国家发展战略为卡迪斯提供了难得的发展机遇。作为世界顶级的自动化仓储与检索系统供应商之一，卡迪斯被广泛应用于各种行业与众多应用领域，如汽车制造与机械加工行业存放零部件、加工刀具、工具，电子行业存放电子元器件，生物医药企业试剂存放，医院的医疗物资管理，零售商中小零件管理；

我们的两个工厂都在德国，在其他国家则专注于销售和客户服务。至 2016 年底，卡迪斯在全球拥有 1550 名员工，集团收益 3.7 亿欧元。公司运营良好，过去的六年里，卡迪斯的股价翻了 6-7 倍，一直是瑞士股票交易所的知名企业之一。”作为全球领先的自动仓储与检索系统生产商，卡迪斯的每件产品都在帮助全球客户提高生产效率并改善工作流程方面贡献卓越。卡迪斯为客户量身定制的解决方案能以最佳方式利用客户的仓储空间并增强订单分拣效率，在为客户节省人力和仓储成本的同时，增强客户生产力及其市场竞争力。

接着，萧育亮先生为记者介绍了卡迪斯中国发展之路，他说：“卡迪斯物流设备（北京）有限公司是卡迪斯在中国的全资子公司。1997 年我们在中国成立办事处。当时是我们的客户要来中国发展，他们希望我们也进入中国市场。我们是非常重视售后服务的公司，可以做到第一时间为客户提供服务是我们最大的优势。刚进入中国时，客户端比较窄，当时中国还没有本土企业主动要求物流系统自动化，那时发展比较慢，对与相关的设备需求也仍然处于初级阶段。然而

办公室文件、档案管理等。卡迪斯产品帮助很多中国客户提高了生产力、优化仓储空间、最大化地提高了生产效率，而这种顺应时代和潮流的发展趋势也正是“中国制造 2025”国家发展战略所倡导的。“物竞天择，适者生存”，可以说，卡迪斯在中国市场的沃土中找到了生存之道，发展之道，腾飞之道。

“我们最大的优势就是可靠产品质量以及完善的销售与服务体系，不管是世界的哪个地区，卡迪斯众所周知，客户对这家百年公司的品牌认可度非常高。我们的仓储系统，稳定性和质量都是一流的。我们会花 1—3 年时间来考察并确定原材料供应商，可见我们对质量的重视程度，同样我们的售后服务也是首屈一指。卡迪斯售后服务团队遍及世界，不仅仅是销售方案与产品，而且在与客户探讨改善并解决问题的建议与方案时怎样和客户一起成长，伴随客户稳步发展我们关注的重点。客户的实际情况与需求是我们关注的重心，无论是舍弗勒、博世等大公司，还是处于发展初期的小型企业，我们都会按照他们的实际需求定制解决方案。正是由于卡迪斯一贯的高质量产品与服务





务，以及长久以来的经验沉淀，我们的产品始终能够全球市场上保持着领先的地位并稳步发展。” 萧育亮先生为本刊记者阐述了卡迪斯优于同行的经营之道。

在过去的 10 到 20 年间，中国物流行业的发展突飞猛进，对于基础相对薄弱的中国企业而言，借助国际先进的解决方案提升物流效率和生产效率是明智之举。作为仓储物流行业的领军企业之一，卡迪斯的产品和技术发展正顺应着当今物流行业的智能化、柔性化的发展趋势。卡迪斯旗下的 Kardex Remstar Shuttle XP(智能自动化垂直升降式仓储系统)；Kardex Remstar Megamat RS (智能自动化垂直回转式仓储系统)；Kardex Remstar Horizontal Carousel (智能自动化水平回转式仓储系统)；Kardex Remstar Lektriever(智能自动化多媒体文件仓储系统)；Kardex Remstar VBM(智能垂直缓冲式仓储系统) 以及 Kardex Remstar Power Pick Global 仓储管理软件等都成为行业内标杆性的产品系列。这些产品令仓储与检索技术向智能化、模块化快速发展并使得硬件与软件的整合协作更为完善，为客户创造了更高效透明的运作模式和优质的服务体系，在仓储物流环节为客户提供了更加高效的运作性能，推动了企业供应链管理的优化进程。

向管理要效益并不是一句空话。再好的产品如果没有优质的管理也会让产品褪色。从少年时代起就系统接受西方教育的萧育亮先



生在他的管理中融入了西式管理要素，更宽松更人性的管理方式让员工有了自主权、归属感和成就感。在谈到他的管理特色时，萧育亮先生谦和地说：“我的管理模式中的一个特点是倡导授权，给员工自己做决定的权利。与国内传统企业的管理模式不同的是，我认为把适当的权利下放给员工更重要。从‘应该让我怎么做’转变为‘我应该怎么做’，员工的自主权利越来越多。在过去 2—3 年间的实践，证明放权效果很好，团队效率提高，员工对公司的认可度提高。我们现在员工平均在卡迪斯的工作时间为 6—8 年，这说明员工还是非常认可企业的。”

两个世纪以来，卡迪斯的宗旨一直没有改变，那就是为客户提高效率，优化操作流程，实现企业内部物流智能化的运作模式，让客户在激烈的市场竞争中保持竞争优势。迄今，卡迪斯经过不断的研发与创新，为全球客户提供了仓储物流现状分析、量身定制优化方案、设备安装调试、技术培训与咨询、售后服务快速响应等



一站式服务，确保卡迪斯每件产品可以大幅提高客户的生产效率，从根本上解决客户的空间利用和流程优化等问题，进而随着客户企业发展与规模扩大，为客户提供更多的可持续发展方案。

在萧育亮先生简洁有序的办公环境里，记者也感受着从卡迪斯的产品到环境到服务的细节之美，正是德国制造的匠心出品，让卡迪斯品牌一直在历史的长河中闪光。谈到未来的发展，萧育亮先生总结说：“目前我们的产品全部来自于德国制造，出自于对客户负责，我们还没有计划在中国实现生产和制造。也许未来会在适当的时间实现中国制造产品，但是只有当市场发展成熟之后，我们才会考虑在中国设立工厂。在过去的几年，我们都实现了双倍的增长，总部是非常满意的。未来，中国物流产业发展空间还会非常大，在工业 4.0 以及中国制造 2025 发展战略的大方向下，希望能尽我们所能，助力更多中国企业的转型与腾飞。”

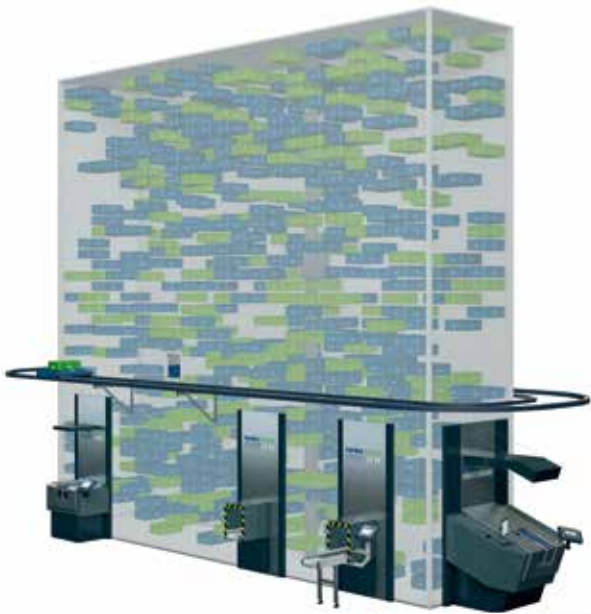
对于卡迪斯在中国的未来，我们有足够的理由深信，在拥有德国匠心制造的产品及优秀的管理基础上，卡迪斯中国事业一定会日新月异著！

Kardex, formally established in 1873, is one of the most famous experts for automatic storage and retrieval system. As the world-leading supplier of intelligent storage solutions, Kardex is committed to providing customized, high-quality and reliable intelligent automatic storage and retrieval solutions for automotive, electronics, aerospace, machinery manufacturing, metal processing, chemical, energy industry, pharmaceutical and medical sectors worldwide. With a focus on high-quality, top-notch service, as well as its continued investments in research and development, the company has successfully built upon its brand and partnership status with global and local customers.

Recently, Multinationals in China has conducted an interview with Mr. Thomas Le, the General Manager of Kardex Logistic System (Beijing) Co., Ltd. In 2014, the appointment of Le into the post added fresh blood for the development of Kardex in China. His open, empowering management style brought a new motivation that was required to bring Kardex into the next push for growth. Le was born in 1975 and initially spent his childhood years in Macao. At the age of 7, he moved to Canada with his family. He has a Bachelor of Engineering degree from the University of Waterloo in Canada and an EMBA from the Chinese Europe International Business School. Le initially started his career with ABB in Canada. In 2004, ABB sent him to China to help support its tremendous growth period. At that time, China's automotive industry was experiencing its start to its booming growth period; it needed a lot of experienced management personnel. He joined Kardex by chance in 2014. For Le, who has been in this position for three years, it is a period of both pain and gain. The annual double-digit percentage sales growth figure is the biggest praise for him.



Le introduces: “Under the general background of 'Industry 4.0' and 'Made in China 2025' strategies, logistic industry of China is developing rapidly. It is transforming from traditional transportation and manual sorting towards high efficiency and intelligent logistics. Compared with the developed countries in Europe and America, China's general industry level still has a certain gap. However, just like the automotive market, the size of the gap and the rate of growth of the industry will quickly be



overcome. The Chinese market has a very different dynamic. The vast market development potential provides tremendous opportunities for companies that are well aligned. Kardex hopes to be one of these companies. Kardex Group, operating in more than 30 countries worldwide, is a company headquartered in Switzerland. Our two factories are in Germany, and we mainly focus on sales and service in other countries. At the end of 2016, Kardex employed 1550 employees with global revenue of 370 million Euros. In the past six years, the company has been one of the stars in the Swiss

stock exchange, achieving a share price growth of 6 to 7 times.” As a world-leading automatic storage and retrieval system manufacturer, Kardex produces every product with the aim to help its customers to achieve its forward thinking strategy. The customized solutions for customers can make full use of their storage space, increase safety and raise their efficiency, which saves customers' manpower and cost and enhances their productivity and marketability.

Next, Le introduces the development path of Kardex China. He says: "Kardex Logistic System (Beijing) Co., Ltd is a wholly owned subsidiary of Kardex Group. In 1997, we established our first representative office in China. At that time, our global customers wanted to come to China and invited us along. It is also part of our strategy of be close to our customers. Kardex is a company that attaches special importance to after-sales service. It was an active decision to establish our local presence early to be able to support our customers. At the very beginning, the customer base was so big and the demand for our related equipment was still in its infancy stage. The market knowledge, acceptance and general demand was not high so we developed slowly. But in the subsequent decade, the logistics industry in China developed rapidly, and the demand for automation was increasing. On April 23rd, 2004, we finally established Kardex Logistic System (Beijing) Co., Ltd and we have continued to grow our reputation since then."



The international and national development strategies such as "Industry 4.0" and "Made in China 2025" have provided Kardex an unparalleled development opportunity. As one of the world-class automation storage and retrieval system suppliers, the products of Kardex are used in a wide target range of industries for a wide range of applications. The products of Kardex help many Chinese customers raise their productivity, optimize the storage space, increase safety and maximize their production efficiency. As Chinese companies move forward with their eyes set on increasing

its competitiveness as well as moving up the value chain, a smart and flexible intra-logistics operation will be one of the key areas to focus. The development that best adapts to the trend is exactly advocated by the "Made in China 2025" national development strategy. "It is not the strongest of the species that survive, but the one has the forward thinking to be most responsive to change." In this regard, Kardex is well positioned to help its customer to navigate in the Chinese market.

"Our biggest advantage is the reliability, product quality and a comprehensive sales and service team. Kardex is a century old company and most people know the Kardex brand. It is synonymous with quality. When we go out to source components, we typically spend up to three years investigate and validate suppliers. This shows our commitment to our customer to deliver quality solutions that are highly reliable. Certainly, our after-sales service (Life Cycle Service) is second to none. Kardex is more than just about selling products, we consult and provide solutions on improving and solving customers' problems. The customers' actual situation and future demands is the focus of our concern. We seek to grow together with our customers, and



we take pride in seeing our customers' steady successes. Whether it is large companies such as Schaeffler and Bosch, or SMEs in their early growth development phase, we provide consultative solutions that are scalable and suitable to match its growth phase. We focus more on the long-term partnership as oppose to the short-term gains. These are the factors that helps Kardex push forward and maintain its position as the market leader." Le elaborates the way of Kardex on operation that better than their counterparts.

In the past one or two decades, the development of China's logistics industry has made great strides. For the local enterprises that have realized its intra-logistic strategy is falling behind, there is no need to panic. These companies can turn a disadvantage into a key strategic advantage by adapting a mentality that it needs to change. This can be achieved by adapting a forward thinking intralogistic strategy that is intelligent and comprehensively.

As an industry leader, Kardex' products and continued investment on technology development has made Kardex into an ideal business partner. The Kardex portfolio of Shuttle XP (Intelligent Automatic Vertical Lift Module), Megamat RS (Intelligent Automatic Vertical Carousel), Horizontal Carousel (Intelligent Horizontal Carousel), Lektriever (Intelligent Automatic Vertical Filing System), Vertical Buffer Module, and Power Pick Global warehouse management software have become the benchmarks in the industry. These products turn warehousing and retrieval technology into intelligent and modular solutions which are adaptive and flexible to the customers' changing market environments.

To be more adaptive to the Chinese market's ever changing



needs, Kardex also had to think align cooperate culture. As per Le, "No matter how good the product is, it cannot sell and service itself. Hence, the success of the company will still depend on its team members." Le, has put a good balance of western elements in his management style and adapted it to the traditional team, challenging them to think and work differently. The relaxed and employee centric management style has pushed a lot of decision making to the front lines. As oppose to the traditional command and control type of manager, this method challenges his team members to think on their feet and the added empowerment increases employee engagement and retention. Le says obligingly: "One of the features in our company's philosophy is to put the decision making closest to the information. As long as there is good degree of clarity and competence, this allows our members to make the right to make decision more effectively quicker and more efficiently. Traditional enterprises tend to focus on control, but I would say that it is more important to give appropriate rights to employees. It takes time but the goal is to transition the individual mentality from a 'what they tell me to do' to 'what I have been doing' mentality. Currently, the average tenureship of kardex's employees between is 6-8 years. In addition the growth and financial successes, this has also shown that the receptiveness to this philosophy by our employees is very strong."

For over a century, Kardex has continued its purpose on producing great products and solutions. As the Chinese market moves ahead to catch up an in certain areas, surpass the western automation standards, Kardex is looking forward to be a key driver in that area. Ultimately, Kardex would like

to work with its customers to maintain, develop and add to their customers' market competitiveness. Kardex wants to be a sustainable business partner to its customers through continued investment in research and development, product and process knowhow.

In Le's simple but ordered office environment, we can see the beauty and details from Kardex' products to its application environments. It is exactly because of the craftsmanship of "Made in Germany" that the brand has drawn its financial success. Speaking of future development, Le summarizes: "Now our products are all made in Germany. Our products are still import tax exempt so from a cost perspective, it is still a very viable cost benefit proposition to our customer. We always look to maintain a high level of responsibility to our customers. At the current local market volume levels, it does not make sense to look into local production. This would add unwanted cost pressure and uncertainties to our customer. In the future, this approach may change. Perhaps, we will make our products in China, but only if

the market development becomes mature and the economic case is there to benefit both our customers and Kardex. Over the pass several years, we have average annual double-digit percentage growth, which makes the headquarters very satisfied. But this is only the tip of the iceberg, the major growth potential has yet to come. Under the backdrop of 'Industry 4.0' and 'Made in China 2025' development strategies, we hope to do continue our success in helping more Chinese enterprises with their transformation and development. "

For the future of Kardex in China, we have enough reasons to believe that with its products, made with German craftsmanship, and excellent leadership, its future will be bright.

