



Keep Innovating 将创新进行到底

—— Interview with Thilo Koeppe, Managing Director of HUBER+SUHNER North Asia Region

—— 访瀚讯北亚区总裁柯天乐先生

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改革开放近40年来让中国经济快速向前发展，中国进一步融入世界，世界也进一步了解中国。沐浴在改革开放的春风里，众多知名的跨国公司纷纷来华开展业务，极大地促进了中国经济的发展，奏响了恢宏的发展乐章，同时也为跨国公司提供了难得的发展机遇。踏着时代的足音，瑞士瀚讯集团踏上了在华发展之路。

适逢中国迎接改革开放40周年之际，本刊记者专访了瀚讯北亚区总裁柯天乐先生，在一个多小时的时间里，探寻了瀚讯在中国的成长和壮大足迹。

瑞士瀚讯集团是全球领先的射频连接器和光学连接器元件及系统方面的供应商，其产品广泛应用在通信、工业以及交通领域。自1864年成立以来，瀚讯集团不断创新，运用领先的技术、以及卓越的市场洞察力为全球客户提供射频、光纤、电缆和聚合体技术的全方位专业技术知识。如今，瀚讯集团在15个国家设有分公司，在全球拥有4000多名员工，在瀚讯百年发展史上，始终稳中求进，使百年企业长盛不衰。

采访伊始，瀚讯北亚区行政与市场负责人边纯洁经理首先对瀚讯中国的发展向记者做了简要概述，她说：“早在1992年，瀚讯就在香港成立了销售办事处，1999年在上海注册成立公司，2000年在上海开始生产产品，随着市场的进一步扩大，2013年，在常州开设生产工厂，是目前瀚讯集团全球最具现代化的电缆工厂。从香港到上海再到常州，瀚讯一直是瑞士独资。近些年，公司北亚区

发展良好，目前有1000多名员工，2016年营业收入达到1.3亿美元，取得了长足的发展。”

自1999年进入中国以来，瀚讯就已经成为中国经济可靠的合作伙伴。对于瀚讯过去近20年在华的发展成就，瀚讯北亚区总裁柯天乐先生向记者做了详细的介绍，他说：“1999年我们在中国建立射频产品生产厂区，开始涉足中国市场，随后的几年中迅速成长。2014年我们把生产基地转到常州，秉承“瑞士制造、瑞士思维”的理念，常州工厂成为瀚讯集团最为现代化的工厂。如果你有机会去我们常州工厂，你会看到它是非常瑞士化的企业，可以说和瑞士工厂一模一样，生产质量和流程也完全和瑞士总部一样。目前，我们的业务主要有三大块，分别为通信、交通和工业，产品涵盖射频、光纤、低频三大领域。”

中国市场对于瀚讯来说，具有战略性的重要地位，近20年来瀚讯在中国不断投入，特别是2014年投产的常州工厂让瀚讯集团在中国市场的布局有了质的飞跃。令柯天乐先生引以为荣的常州工厂是瑞士瀚讯集团境外首个低频电线电缆工厂，也是瀚讯集团有史以来最大一笔投资，投资总额达60,000,000瑞士法郎，约合380,000,000人民币，2011年秋奠基动工，2014年6月份开始电线电缆生产，主要为铁路交通工具应用、太阳能技术应用、电动车及混合动力车应用及工业应用生产单芯及多芯电缆。目前，瀚讯集团已经将研发、销售、服务，技术咨询、产品测试等全部资源带到了中国，以便最好地服务中国市场。在所有瀚讯全球分支机构中，



中国员工人数最多，仅低于瑞士总部员工数量，瀚讯中国业绩排名前三。

在采访中，柯天乐总裁和边纯洁经理都向记者阐述了瀚讯的发展理念，那就是不激进、不冒进。进入中国市场以来，瀚讯更是稳扎稳打，即便是经济不景气的年份，瀚讯也始终盈利。那么在瀚讯的基因里，有哪些独到的竞争优势让它始终枝繁叶茂呢？柯天乐先生给出了答案：“瀚讯的创新就是瀚讯的基因。我想用一个例子来说明。我们一直在新能源汽车领域做了很多年的研发，最初大多数汽车生产商还不知道我们，但是在我们的研发出高压充电电缆后，我们已经跃升到一级供应商的梯队里面了。高压充电电缆是一个巨大的创新，它可以在15-20分钟能给新能源汽车充满电。在其后的6-9个月里，我们接到了很多的询价。目前，我们已经为电缆本地化量产做好了准备，并结合中国本地需求，为客户量身定制不同方案。



我们瑞士企业的核心文化就是如何服务本地客户并做出迅速决策，针对当地客户的需要来做出迅速的反应。”

目前，瀚讯在通信领域，针对固定线路通信和移动通信，提供同轴和射频部件、天线、光纤部件、无源网络部件及避雷部件；在交通领域，针对现代铁路运输系统，瀚讯为客户提供一系列可靠的创新产品，如天线、电缆、电缆组件、连接器和塑料型材。针对汽车行业，我们为客户提供创新、可靠的线缆、电缆组件、连接器及聚合物部件产品；针对工业领域，瀚讯开发、生产和提供多种工业用途的电缆、连接器及完整电缆系统。HUBER+SUHNER的部件和解决方案完全可以满足轻工业、测试和测量应用、航空航天、国防、医学工程及其他工业解决方案和产品的需求。

在刚刚结束的2017中瑞商业大奖颁奖中，瀚讯当之无愧，荣获

了创新奖。在谈到获奖以及未来发展时，柯天乐先生感慨地说：“我1996年来到中国，目睹中国日新月异的变化，特别是‘一带一路’，中国又发展到一个新的高度。我们在高铁、动车、地铁、火车站、轨道等领域都有我们的优势产品，虽然市场存在不良竞争，但我们不抱怨，不断创新，在创新上做领头羊，在产品创新上做更多的努力。”

在采访中，记者能感受到瀚讯轻松愉悦的交流氛围，像一个大家庭一样。瀚讯的员工在这里找到了成长的平台，发展的空间，工作的乐趣，就像访谈中柯天乐总裁多次提到的“让每一个员工都受到尊重，让每一个员工都具有主人翁精神”。这样，每一位员工在快乐的瀚讯大家庭里，实现着自我发展、自我管理。

“栽下梧桐树，引来金凤凰”。相信瀚讯中国一定会继续秉承瀚讯的基因，将创新进行到底！



With nearly 40 years of Reform and Opening-up, China has further connected to the world and became a leading G20 member nation. Benefiting from the Reform and Opening-up policy, many famous multinational companies came to China to extend their business, which greatly promoted the development of China's economy and provided rare opportunities for these multinationals. In order to keep up with the pace of times, HUBER+SUHNER has been steadily intensifying its engagement in China.

With the upcoming 40th anniversary of China's Reform and Opening-up, our interviewer made an exclusive interview with Thilo Koeppel, Managing Director of HUBER+SUHNER North Asia Region. During the one-hour interview, we recalled and summarized the development and growth history of HUBER+SUHNER in China.

HUBER+SUHNER is a world-leading supplier of high frequency, low frequency and optical connectors, cables and systems widely used in communication, industrial and transportation application fields. Founded in 1864 the company SUHNER merged into HUBER+SUHNER in 1969 and every since has been developing leading technology through constant innovation and excellent market insight to provide global clients with an all-round expertise in high frequency, optical fiber, and low frequency connectivity solutions. HUBER+SUHNER now has its presence in 15 countries with more than 5,800 highly engaged employees across the world. In the development history of over 150 years, HUBER+SUHNER always made progress while maintaining a sustainable growth strategy.

Purey Bian, Administration & MarCom Manger of, HUBER+SUHNER North Asia Region firstly briefed the development of HUBER+SUHNER in China. "In 1992, HUBER+SUHNER established its sales office in Hong Kong, registered a company in Shanghai in 1999, and then started local production in Shanghai in 2000. With further expansion, it established a production plant in Changzhou in 2013, which is currently the most modern cable plant of HUBER+SUHNER in the world. During the process, HUBER+SUHNER in China has always been a wholly-owned Swiss company. In recent years, the company achieved a solid development performance in North Asia Region and has close to 1,000 employees at present with a business revenue amounting to USD 130,000,000 in 2016, which is a great development," said Bian.

Since its entry into China in 1999, HUBER+SUHNER has become a reliable partner for China's economic development. As for HUBER+SUHNER's development in China over the past 20 years, Thilo Koeppel gave our interviewer a detailed introduction, "we extended into the Chinese market by establishing a RF product plant in China in 1999 and saw rapid growth in the following years. We moved our production base to Changzhou in 2014. Adhering to the concept of "designed in Switzerland and thinking the Swiss way" the plant in Changzhou has become the most modern cable manufacturing plant in Asia and is the pride of the HUBER+SUHNER Group. If you have the chance to visit our plant in Changzhou, you will see a very Swiss-style enterprise with production and quality processes strictly derived from the mother company. Even the core material for the critical cable jacketing comes directly from our chemical compound plant in Switzerland. At present, our business is divided into three market areas: communication, transportation and industry. We serve those markets with three main connectivity technologies: high frequency, fibre optical and low frequency," Thilo Koeppel said.

Thanks to the strategically important position of the Chinese market, HUBER+SUHNER has been making continuous investments into China over the past 20 years. In particular, the plant in Changzhou, which was put into production in 2014, brings a qualitative leap to the presence of the HUBER+SUHNER Group in China. What makes Thilo Koeppel proud is that the plant in Changzhou is the first overseas plant of the HUBER+SUHNER Group combining all three technologies under one roof and with its total investment of approx. CHF 60,000,000 (RMB 380,000,000) being the so far largest overseas investment of the Group. With its groundbreaking in the 3rd quarter of 2011, the plant in Changzhou began to produce single-core and multi-core cables for applications in high-speed railway vehicles, metro cars, solar technology, electric assisted bicycles and hybrid electric vehicle as well as for various industrial fields. HUBER+SUHNER Group has brought

all the resources including R&D, marketing, services, technical consultation and product testing to China for serving the Chinese market in the best possible way. Just recently, the APAC region became HUBER+SUHNER's most important revenue region with China contributing largely.

During the interview, both Thilo Koeppel and Purey Bian gave an overview of the development concept of HUBER+SUHNER, i.e. a concept of sustainable development and growth while driving ground-breaking innovations. Ever since its entry into the Chinese market, HUBER+SUHNER always applied a well thought-through sustainable growth and investment strategy assuring profitable results even during economic recession. What are the unique competitive advantages in HUBER+SUHNER's gene that keeps it prospering? "Innovation is in HUBER+SUHNER's genes. I'd like to make an example here. For many years, HUBER+SUHNER has been an important Tier 2/3 supplier to the automotive industry. However, only thanks to our dedication in R&D into new energy automotive solutions for many years, we made a major break-through with our newly developed high-voltage charging cable allowing a full charge of an electric car within 15-20 min. Further smart power cables dedicated to NEVs received great attention by the OEMs promoting us to a Tier 1 supplier. We are now ready for local mass-production of cables and customized solutions provided to our clients according to local demands in China. A core culture of us being a Swiss enterprise is the dedication to support our local clients in making their products better: if our clients are successful then we reached our targets." Thilo Koeppel stated.

At present, in the communication field, HUBER+SUHNER provides coaxial and radio frequency components, antennas, optical fiber components, passive network components and lightning components for fixed line and mobile communication. In the transportation field, HUBER+SUHNER offers a series of reliable innovative products to clients of modern railway transportation systems, including antennas, cables, cable assemblies, connectors and plastic profiles. For the automotive industry, HUBER+SUHNER provides innovative and reliable cables, cable assemblies, connectors and polymer component products. Last but not least, for the industrial field, HUBER+SUHNER has developed, produced and provided cables, connectors and cable systems. HUBER+SUHNER's components and solutions can fully meet the demands of various industries such as testing and measuring applications, aerospace, national defense, mobile communication, new energy vehicles as well as medical devices.

In the just concluded SINO-SWISS Business Awards 2017, HUBER+SUHNER won the runner-up innovation award. "After I came to China in 1996, I witnessed the rapid change of China and its impressive infrastructural development. Also 'the Belt and Road Initiative' has the potential to take China to the next level. HUBER+SUHNER has highly innovative products providing our customer with leading edge advantages in the fields of high-speed railway, subway, railway infrastructure, tele communication, etc.. Despite vicious competition in the market, we do not complain and keep innovating and striving to be a leader in supporting the innovation of our customers." Thilo Koeppel said when talking about the award and future development.

During the interview, the interviewer could obviously feel the relaxing and pleasant communication atmosphere at HUBER+SUHNER, just like in a big family. Employees of HUBER+SUHNER have found their growth platform, development space and work fun here, just as what Thilo Koeppel repeated in the interview, "we respect everyone and try to make each of our staff have a sense of ownership and accountability. Just like an entrepreneur, our staff should feel like working for their own company". Only in this way, each employee can achieve self-development and self-management in the enriching and happy HUBER+SUHNER family. The HUBER+SUHNER vision is "to be an agile entrepreneurial organization providing innovative connectivity solutions along market and customer dynamic through the passion, integrity and talent of our employees."

With no doubt, HUBER+SUHNER China will keep inheriting the genes of HUBER+SUHNER Switzerland to be a truly innovative global-local organization!

