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Interview senior executives of Germany Föhl: Dr. Frank Kirkorowicz, global CEO and Dr. Jochen Kirkorowicz, Asia Pacific head and CEO of Föhl China

访德国富乐 Föhl 家族成员：全球 CEO Dr. Frank Kirkorowicz 和亚太区主席兼中国 CEO Jochen Kirkorowicz

在 锌合金压铸领域享有很高声誉的德国家族企业——富乐集团，作为压铸领域的全球领导者，凭借其丰富的经验和不断创新的能力，在日趋激烈的市场竞争中一直保持着稳步增长。成立于 1958 年的德国富乐集团，目前在德国及中国拥有 4 家工厂，全球雇员 650 多名，其中中国雇员 250 名。富乐集团秉承绿色可持续发展战略，一如既往地为客户提供优质产品和服务，从产品开发、模具设计到批量生产，富乐集团致力于为全球客户提供性能稳定、高效精确、品质优良的压铸技术，其产品广泛应用于汽车、电子和建筑五金等高端领域。



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业从事锌合金压铸的富乐压铸（太仓）有限公司宣告成立，为中国客户带来领先的欧洲压铸技术。凭借其敏锐的市场洞察力和长远的战略眼光，富乐集团把握住时机，积极融入中国改革开放的进程中，成为和中国经济共同成长的优势在华跨国企业。

2017 年，在迎接改革开放 40 年之际，记者赴太仓采访了德国富乐 Föhl 家族成员：全球 CEO Frank Kirkorowicz 和亚太区主席兼中国 CEO Jochen

Kirkorowicz 齐汉。Frank 和 Jochen 是富乐家族企业第三代执印者，兄弟俩向记者介绍了富乐集团在华的发展战略及发展成就。Frank 说：“我之前一直想来中国看看。后来我们的一个供应商来中国发展，向我们强力推荐中国市场，他告诉我们，这个市场发展很快，潜力巨大，于是我来中国拜访，开始和客户合资建厂，而后独资经营。”时至今日，富乐压铸深耕中国市场 10 年有余，在中国取得了令整个家族成员满意的成就。目前，中国营业额已经占到全球市场的 20%，并且还在保持持续增长态势。厂房也从 2005 年建厂初期的 2000 平米逐步扩建到 2011 年的 4000 平米，到 2017 年的 1.5 万平米。这些数字的变化佐证着富乐压铸的发展成绩。

董事会和管理层 2014 年推出了一个新策略，对 2020 年制定了明确的目标。对此，Föhl 希望延续过去多年的成功，同时在锌合金压铸和注塑领域确立市场领导地位。新策略提供了指导，作为核心管理和规范体系，保障所有系统、程序和流程的运作，支持



员工以相互尊重的方式彼此协作，同时营造一个能够提高效率的环境。依靠现有优势，创造新的盈利增长机会，“通过尊重价值实现价值创造”。Jochen 说：“我们是家族企业，氛围好，会把员工看作家庭成员，重视员工的价值。训练有素的员工队伍是企业生存发展之本。有效利用本地化人才，培养一流的人才队伍，是富乐在中国的人才发展策略。”

谈到富乐压铸的产品优势，Frank 补充道：“我们的很多技术都是世界最先进的，比如发展无浇口残留产品、引进高新技术、纳米技术等这些世界级的压铸技术。我们每一个产品都是为客户量身定制的，按照客户需求寻找最优方案。”“富有环保意识、乐见持续发展、压低能源单耗、铸造绿色产品”，以富乐压铸首字总结出的这四句话是富乐压铸的企业环保理念。据了解，富乐集团拥有欧洲设计理念的模具车间，为客户量身定制全球独一无二的模具；拥有世界先进的 Frech 压铸设备，并通过了 TS16949/ISO9001 质量体系 and ISO14000 环境管理体系的认证，为产品提供了质量保

证和环境责任保证；引进纳米技术等先进的表面处理技术，应用于锌压铸行业，可以极大地防止破损和腐蚀，并且涂覆十分方便，不需要改变铸件的任何结构。这项新技术优势在于，凡是传统表面涂层技术，都可以用来或者稍加改造后，实现纳米材料复合涂层。在硬度高的涂层中添加纳米介质，可进一步提高涂层的硬度和耐磨性能，并保持较高的韧性。同时，将纳米颗粒加入到表面涂层中，可以达到减小摩擦系数的效果，形成自润滑材料，甚至获得超润滑功能。在一些涂层中复合 C60、巴基管等，制备出超级润滑新材料。涂层中引入纳米材料，可显著地提高材料的耐高温、抗氧化性。并且，纳米涂层技术的运用对环境不会造成污染，完全符合“富乐铸造绿色产品”的理念，可逐步取代传统的电镀等表面处理方式。除了纳米技术的运用，热流道技术创新也取得了里程碑式的进展。在热流道项目中，达到了“多个热流道模具批量生产认可”的目标，项目组装继续运作，从而在合金压铸领域逐渐转换至热流道技术。

技术创新是富乐集团得以持续发展和成功的根本，也是其最大的竞争优势，并成为富乐集团始终能够站在市场前沿的制胜法宝。从产品开发、模具设计到批量生产，富乐压铸源源不断地将可靠、精密的压铸产品提供给全球汽车、电子和建筑五金等高端领域的客户。除了产品质量表现优异，富乐压铸的内部流程管理也令人称道。

2016 年，富乐压铸“通过尊重价值实现价值创造”的指导原则，使企业政策作为最高控制和规范体系得到了充分扩展。运用 SAP 系统管控所有业务流程，对主数据尽可能地实施维护，创建文档并培训用户。在车间管理方面，由员工自己开展的 CIP 项目，使得各部门在合作中更快速、更结构化地解决其他问题。向管理要效益，向管理要质量。随着管理的日趋规范化，富乐压铸的客户满意度和企业价值得到了持续提升，日益杰出而稳定的供货质量表现也获得越来越多客户的肯定，“年度最佳质量供应商”、“杰出合作供应商奖”等荣誉纷至沓来。中国的业务流程和德国总部一样实现了优化和标准化。

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太仓是德企之乡。在采访中，Frank 和 Jochen 告诉记者，当初工厂选址时也考察了中国的很多区域，最后把公司落在德企之乡——风景秀丽的太仓实属明智之举。这里德企氛围浓厚，有家的感觉。如今不仅自身实现了迅速扩张，同时也为太仓的经济发展作出了贡献，成长为优质的德资企业，为中德合作的蓬勃发展做出了贡献。

当回忆太仓工厂创建之初的艰难时，兄弟俩也非常感慨。那时承诺好订单的几个客户都没有 100% 兑现其承诺，以至于在建厂的前三年，公司都处于亏损状态，几乎花光了总部所有的投资款。然而凭借着产品和技术，富乐压铸一步一个脚印赢得了客户的青睐，终于守得云开见月明，在其后的十多年发展间，中国市场给了富乐家族投资的丰厚回馈，而富乐集团也在更广领域、更高层面上推进

了中德合作。

谈到富乐压铸在中国未来的发展，Jochen 说：“当然，对目前的发展我们很满意。我们有 5 年、10 年、15 年的发展计划。目前的厂房是 15000 平方米，预留了未来扩张的空间。2017 年，我们希望更加国际化，有在北美建厂的计划。我们和客户着眼于长远的合作，是事业上的伙伴，就好像和员工一样，他们也是家庭中的好伙伴。”

纵观全球，世界对中国的经济发展仍保持乐观的态度，从长期看，中国发展潜力是巨大的。富乐压铸的发展方向与中国政府的经济发展方向非常契合。保护环境和创新都是富乐集团一直所遵循的。中国是全球经济发展的引擎。我们衷心祝愿，德国富乐集团能与中国经济共同成长，成为中国经济发展的可靠伙伴



German family enterprise Föhl Group, a global leader in die casting field, has won a high reputation and kept a steady growth in fierce market competition by virtue of extensive experience and continuous innovation capacity. Föhl, established in 1958, distributes 4 plants in Germany and China, and employs 650 employees globally, including 250 Chinese employees. Föhl takes a sustainable "green" development strategy and provides clients with quality products and services; Föhl is devoted to providing global clients with die casting technique featured in stable performance, high efficiency, fine accuracy and excellent quality from product development, die design to batch production, and its products are widely used in high-end fields like automobiles, electronics and building hardware.

Föhl began turning to Chinese market 12 year ago. In September 2005, Föhl China Co., Ltd. (Taicang) specialized in zinc alloy die casting was established and engaged in providing Chinese clients with leading European die casting technique. With sharp market insight and forward-looking strategic vision, Föhl caught the opportunity to actively integrate into China's reform and opening up progress, and became an excellent multinational enterprise, growing with Chinese economy.

In 2017, with the approaching of the 40th year of the reform and opening-up, a reporter came to Taicang and interviewed senior executives of Föhl: Dr. Frank Kirkorowicz, global CEO and Dr. Jochen Kirkorowicz, Asia Pacific head and CEO of Föhl China. Frank and Jochen, the third generation leaders of Föhl family business, briefed to the reporter



Föhl's development strategy and achievements in China. "I always wanted to do something in China. And a supplier came to China and strongly recommended Chinese market to us that it was growing fast and had tremendous potential, so we came, co-built the plant with clients, later funded it solely." Dr. Frank said. As of today, Föhl has developed in Chinese market for over 10 years and gained achievements greatly satisfying the whole family. Now the turnover in China has accounted for 20% of that in the global market, and maintained in a sustainable growth trend. The area of the workshop has extended to 4,000 square meters in 2011 and 15,000 square meters in 2017 from 2,000 square meters in 2005, which proves Föhl's development performance in China.

In 2014, Föhl's Board of Directors and management level proposed a new strategy and set a specific objective of 2020 development. Consequently, Föhl hopes to extend the success over the past years and establish a market leadership in zinc alloy die casting and injection molding fields. The new strategy, as the core management and regulation system, provides a guidance to ensure operation of all systems, procedures and processes, supports staff collaborating in a mutually respected way, and forms an environment which can improve efficiency. The existing advantages will be made good use of to create new profit opportunity -- "Value creation through appreciation". "We, a family enterprise, appreciate each staff's value and treat them as family members. Proficient staffs are the key of enterprise development. To take effective use of local talents and cultivate top talent team is Föhl's talent development strategy in China." said by Jochen.



"We hold quite a lot of world leading techniques, like hot runner technology development, high and new technology and nanotechnology. Each product of ours is tailor-made as an optimum design to satisfy clients' demands." added by Frank when speaking of Föhl's die casting product advantages. Föhl sets the enterprise philosophy "environmental consideration, sustainable development, unit energy consumption reduction, and green products creation". It's known that Föhl owns a die-making shop of European design concept that can be applied to customize unique dies for clients; Föhl's Frech die casting equipment is state-of-the-art in the world and has passed the certifications of TS 16949 / ISO 9001 quality system and ISO 14000 environmental management system, which gives products quality and environment warranties; World-class surface treatment solution like nanotechnology are conveniently applied in zinc alloy die casting and can prevent damage and corrosion effectively while no structure change

need be made to casting. The advantage of the new technique lies in that any traditional surface coating technique can be used to realize nanophase composite coating or through slight improvement. Nanometer media is added in high-hardness coating to further improve hardness and abrasion resistance of the coating and to keep higher toughness. If nanometer particles are added into surface coating, the friction coefficient of surface coating can be reduced to enable the material to have self-lubrication, even extra lubrication function. New material with extra lubrication function can be made in some coating for compound C60, buckytube and others; nanophase materials applied in coating can significantly improve high-temperature and oxidation resistances of the material. Furthermore the application of nanotechnology is environmental friendly, which is completely in line with Föhl's "environmental consideration". Besides nanotechnology, milestone advance has been made in hot runner technology innovation. The hot runner project has reached the objective "batch approval of multi hot runner dies", and the project team will keep on operation to apply hot runner technique to alloy die casting industry.

Technical innovation is the key for Föhl to keep sustainability and success and it's also the biggest competitive advantage, which always enables the company to lead the market. From product development, die design to batch production, Föhl keeps on providing reliable and precise die casting products to global clients in high-end fields like motor, electronic and building hardware. Besides excellent product quality, Föhl holds remarkable internal process management. In 2016, Föhl set the guiding principle "Value creation through



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appreciation" which sufficiently extends the business policy as the top control and regulation system. SAP system can be applied cross all business processes in purpose of master data maintenance, document creation and user training. In aspect of shop management, CIP projects performed by staffs will provide more opportunities to apply SAP and enable staffs to solve other problems faster. Increase management efficiency and quality. With the enterprise's gradual management standardization, Föhl has owned higher customer satisfaction and enterprise values; stable and excellent supply quality has also gained more clients' recognition - "Annual Best Quality Supplier", "Excellent Cooperation Supplier" and other honors have been granted to Föhl. Föhl's all business processes in China have been optimized and standardized as those in the Germany headquarters.

Taicang is a base of German-funded enterprises. Frank and Jochen expressed in the interview that they surveyed many regions in China before basing the enterprise at Taicang and it is judicious to choose this beautiful place. Taicang gives enterprises a German-style and homey atmosphere. Here Föhl has realized fast development, and also made great contribution to economic development in Taicang; as a German-funded enterprise, Föhl hopes to make contributions to

improve Sino-Germany cooperation.

The brothers sighed with emotion when recalling the difficulty at the beginning of the plant operation -- some interested clients had not fulfilled their promises completely so that the enterprise was in deficit status in the first three years and all the investment fund was nearly used out. However, quality product and technique has enabled Föhl to win more clients and Föhl turned out right - Chinese market brought economic return to Föhl family in the next ten years. Föhl group pushed Sino-Germany cooperation in wider and higher levels.

"Undoubtedly, we are satisfied about the current development. We have 5-year, 10-year and 15-year development plans. Future extension space is reserved in the current workshop space (15,000 square meters). In 2017, we hope the

enterprise to be more internationalized - planning to build plants in the North American. We wish to keep long-term cooperation with clients." said by Jochen when speaking of the future development in China.

The world still holds optimistic attitude on China economic development and China has a tremendous development potential in a long run. Föhl's development trend agrees with the economic development direction set by the Chinese Government. Föhl always adheres to environment protection and innovation. China is an engine to drive the global economy and development. We sincerely wish that Föhl grow with the Chinese economy and become a reliable partnership in China's economic development!

