

德国伍尔特集团 WÜRTH GROUP

To Lead the Industry Development by Exploring in the Chinese Market 深耕中国市场引领行业发展

—— Interview with Mr. Larry B. Stevens, CEO of Würth (China) Co., Ltd.

—— 访伍尔特（中国）有限公司首席执行官 Larry B. Stevens 先生

□本刊记者 李 莉

随着中国对外开放的深入和经济全球化的推进，中国作为目前全世界最具竞争力的发展中国家，已成为国际市场的重要组成部分。德国伍尔特——作为全球连接和紧固件业务的领跑者，自1945年成立那一天起，就一直引领着全球装配和紧固件业务市场的发展。发展至今，伍尔特集团在全球80多个国家拥有超过400多家公司，逾7.3万名员工。2016年集团全球销售额达到118亿欧元。

伍尔特集团核心业务是为行业市场提供超过

125,000种产品，其主要业务分成两类：伍尔特直线公司和联盟公司。直线公司核心业务主要为来自不同行业，如汽车维修与保养、生产制造、装配技术、手工业、建筑等行业的客户提供化工、工具、耗材、劳保、装配部件和紧固件等全系产品。联盟公司主要为从事伍尔特相关业务的贸易和生产企业，同时也涉足金融服务、物流服务、酒店和餐饮业。

上世纪90年代初，伍尔特开始进军中国市场，随着业务的迅速增长，中国很快成为伍尔特集团业务拓展重心。目前伍尔特集团在大中华区有7家直线全资子公司，在中国拥有约1000名优秀的员工，在全国100多个城市建立了完善的销售服务网络，业务范围涉及紧固件、工业工具及耗材、汽车维修与保养、建筑等领域。伍尔特深耕中国市场20余年，已取得了令人瞩目的成就，深受业界



认可和好评。为进一步了解伍尔特在中国的发展，正值迎接中国改革开放40周年之际，本刊记者采访了伍尔特（中国）有限公司首席执行官 Larry B. Stevens 先生。

Larry B. Stevens 先生首先介绍说，伍尔特在中国市场活动可以追溯到1969年，那时已经在中国采购产品。随着业务发展的需要，1994年在天津设立了第一家销售公司，业务部门有制造业企业，贸易型企业，采购型企业。产品有化工品、紧固件、工具等。上海总部作为中央办公室，承担的职责是集中化、标准化的管理销售公司在中国的业务活动。

集中化管理能够把采购、产品、质量、技术服务等标准化和集中化，以更好的服务在中国的客户。目前，伍尔特在嘉兴市海盐县的大中华区供应链中心，已进入第二期建设，待三期工程完成后，仓库规模可达10万平方米，基于此，伍尔特有充分信心支持在中国的四大业务板块（工业系统、汽车、装配技术和建筑）的发展。

伍尔特集团斥巨资建成大中华区供应链中心，是希望将中国市场的服务能力、水平和相应的配套提升到北美和欧洲的相应水平，增强在华经营企业的服务能力，更专注于帮助客户提升产出、降低成本、降低消耗、精益生产。Larry B. Stevens 先生激动地说：“我在中国10多年，看到的不仅是跨国企业来到中国深度挖掘中国市场的潜力，也欣喜的看到中国民营企业 and 国有企业也在迅速的崛起，并且也立志于发展全球的市场。在发展全球市场中，我们能够帮助

MULTINATIONALS IN CHINA



它们在各自的市场领域获得伍尔特集团标准化的服务，同时我也关注到中国正在进行深度的企业转型升级，脱颖而出的一批非常优秀的制造业企业，它们不断提升产品质量和服务水平，以应对市场不断升级化的要求。在转型升级的过程中这些企业对于智能化、配套企业的服务水平的要求都在不断提升。我们一直在思考如何更好的服务于这一类立志于不断提升产业和制造水平的客户，所以就斥巨资成立伍尔特大中华区供应链中心，把原来分散的各家分公司的运营、采购、市场做集中化管理，完成各个销售分公司功能模块的整合，以及我们把全球顶级的产品工程师和顶级的标准拿到中国市场。”

在微观层面，伍尔特的产品工程师会深度挖掘企业的应用范围，从目标群体应用的领域推荐使用相应的产品，这样可以增强和客户之间的粘度，第一时间听到反馈，迅速提升服务的水准。伍尔特一直主推和使用的都是有自主知识产权的系统解决方案，这一类系统解决方案能够应对现在的供应链或集约化管理的大趋势，随着客户越来越希望实现透明化、集约化的管理，同时降低耗费时间、人力、物力和财力等，伍尔特的系统解决方案能够很好的解决它们的痛点，同时公司



也看到走出去的民营、国营企业需要统一化解决方案，这样也能增强与企业之间的深度配合，来帮助它们用统一的产品和服务以及系统解决方案来实现全球化的拓展。此外，全新上线的伍尔特在线商城（www.wuerth.cn）及移动端APP，通过海量的产品数据，完善的B2B采购方案以及优异的用户体验，为客户提供了便捷的信息查询和更佳的采购体验，真正实现了德国品质，一触即达。

有着丰富管理经验的Larry B. Stevens先生，于2005年加入伍尔特，从那时起他便开始带领着他的中国团队探索并不断开拓中国市场。他说每一天都要面对新鲜的东西，面临新的挑战，乐在其中。在这个过程当中，他一直在着力提倡和创造一个开放、安全、包容、舒适、充满尊重的工作氛围。公司视员工为最宝贵的财富，重视员工的个人发展，为员工提供丰富的培训机会、多样的奖励机制和明确的职业发展道路。

谈到未来的发展计划，Larry B. Stevens先生表示，伍尔特作为在中国市场活跃的公司，在中国有相应的投资和持续投资的决心和计划。大中华区供应链中心第三期很快就要动工，整个投资规模达到5000万欧元。“我们希望以持续、强劲的投资力度为未来业务发展创建一个全自动、智能化的物流仓储和供应链中心，不仅支持中国，甚至是支持整个亚洲市场。在沈阳的伍尔特创新中心也进入到下一步投资计划当中，会建新工厂。常州化工品生产基地也很快就破土动工，进入到第二期的生产和扩建阶段。我有一个很强烈的意愿，希望带领整个公司走向更大成功，为员工们创造更多的福利和成长空间。我个人对于中国市场非常看好，也一直在推动德国对中国的投资，开拓更



多的项目。在未来5年内，伍尔特在华的直线业务将实现至少30%的同比增长率目标，这是我对市场和集团的一个承诺。现在万事俱备，接下来对于中国客户我们会把自己定义为服务提供商，以帮助到无论是外商投资企业，还是中国民营企业和中国国有企业，无论他们在中国发展还是全球化发展，我们都有充分的信心来帮助到他们，让他们去实现业务的发展，创造一个双赢的局面。”

With the deepening of China's reform and opening-up and the advancing of the world's economic globalization, China, the most dynamic market in the world, has been a vital part in the global market. Since its establishment in 1945, German enterprise Würth has been acting as the global leader in the trade in assembly and fastening materials. Würth Group currently consists of over 400 subsidiaries and has about 73,000 employees in over 80 countries. In 2016, the group's global revenue was 11.8 billion Euro.



Mr. Larry B. Stevens, CEO of Würth (China) Co., Ltd.

Mr. Stevens says that Würth's earliest business action in China could be traced back to the product procurement in 1969. With the demand of the business, Würth set up the first China-based company in Tianjin in 1994, which carries out business to meet the demands from manufacturing, trading and purchasing enterprises

and provides products including chemicals, fasteners, tools etc. The Shanghai Central Office of Würth is responsible for managing the China-based sales companies in a centralized and standardized way. Procurement, product, quality and technical service are standardized and centralized under the centralized management to serve Chinese customers better. Now the

Würth Line companies and allied companies operate Würth's core business, involving over 125,000 products. The core business of Würth Line companies is to provide the whole series of products like chemicals, tools, material processing, PPE, assembly materials and fasteners in such industries as vehicle maintenance & repair, manufacturing, assembling, handicraft and construction. Würth's allied companies, as trade and manufacturing enterprises extending Würth's business, can satisfy the demands in finance, logistics, hotel and catering services.

At the beginning of the 1990s, Würth came to the Chinese market, and later its fast-growing business in China drew Würth's development focus to the Chinese market. So far, Würth runs 7 wholly-owned subsidiaries and has over 900 employees in China. Its business involves fasteners, tools and material processing, vehicle maintenance & repair, construction and others, while the sales service network covers over 100 cities throughout the country. In its 20-year exploration in the Chinese market, Würth has gotten both amazing achievements and high reputation in the industry. To learn the development of Würth in China, Multinationals in China has an interview with



construction of the Greater China Central Distribution Center in Haiyan County, Jiaxing City, has entered the second phase. The third phase construction will realize the warehouse scale of 100,000 square meters, which will support the development of the four key business divisions namely Industry, Auto, Metal and Construction strongly.

This Central Distribution Center, invested massively by Würth, is deployed to raise the service capacity and level as well as provide the supporting resources in the Chinese market to a higher level equivalent to North America and Europe, and to enable its China-based companies to improve their service capacity and concentrate on assisting customers to improve lean manufacturing, increase output and cut down cost/consumption. "As seen in the past ten years, Chinese private enterprises and state-owned enterprises are rising unexpectedly and aspiring for the global development while multinational firms come and explore in the Chinese market. When these enterprises extend business in the global market, we can make them accessible to our standardized service in their fields.



Meanwhile, we follow the interest in a series of manufacturing enterprises, which stand out by transformation and upgrading. We see them persist in improving product quality and service level and prepare to deal with challenges in an increasingly competitive market. These enterprises have increasing demands in intelligentized supporting service in their transformation and upgrading. We have been thinking about how to better serve these customers aspiring to improve the manufacturing industry level, so the Greater China Central Distribution Center is established, and we conduct the centralized management in terms of the operation, procurement and marketing of scattered branch companies, and integrate the function modules of sales branches. Via this model, our top product engineers and standards are introduced to the Chinese market," Mr. Stevens says.

In a microscopic level, Würth's product engineers drill down the application scope of customer enterprises and recommend applicable products in the fields of target groups. Such action can enhance the viscosity to customers and facilitate receiving the feedback timely so as to improve our service level rapidly. Würth keeps promoting and applying its solutions with its own independent IP, which can timely cope with the general trend with regard to supply chain or intensive management. While customers are increasingly expected to conduct a transparent and extensive management and control time cost, manpower, physical resources and financial resources, Würth's SYSTEM solutions are exactly able to make up for their weakness. We learn that private and state-owned enterprises desire a unified solution that can enhance deep coordination between

enterprises, so we provide them with unified products and service to help them extend to the global market. Additionally, Würth has launched its online shop (www.wuerth.cn) and mobile APP. With humongous product data and perfect B2B procurement schemes, we give customers excellent procurement experience and Germany-level quality products in an efficient way.

Mr. Stevens joined Würth in 2005 and then has led the Chinese team to explore assiduously in the Chinese market. He says that he faces new things and challenges every day, and he enjoys it so much. Mr. Stevens always advocates creating an open, safe, magnanimous, comfortable and mutual respect atmosphere. He values each staff as precious wealth, explore their potentials, and provides them with more training chances, multi-reward mechanism and definite occupation development planning.

Talking of the future development planning, Mr. Stevens expresses that Würth as a dynamic entity in the Chinese market takes sound fortitude and applicable plans for sustained investment in China. The third phase construction of the Greater China Central Distribution Center is going to start, and its total investment could reach 50 million Euro. "We hope to establish a full automatic and smart distribution center for logistics,



warehousing and supply chain at all costs, and operate it to serve the Chinese market, even the Asian market. Würth's Shenyang Innovation Center is taken into the investment plan and a new plant will be built up. In addition, the second phase expansion of the chemicals production base project in Changzhou will be under construction soon. I have a strong desire to lead the entire company to gain more success and create more benefits and growth chances for employees. We have a good prospect of the Chinese market and are engaged in promoting German firms to invest and initiate projects in China. Würth China sets the yearly growth rate of at least 30% in Chinese line business in the future five years. It's our promise to both the market and the headquarters. Everything is ready. We will act as a service provider to help foreign and Chinese invested companies no matter they develop in China or extend to the globe. We are confident of better assisting them to facilitate their development, realizing win-win," Mr. Stevens says.