

Be Rooted in China for Win-win 扎根中国 共融共赢

—— Interview with Mr. Felix Liu, the Managing Director of Schmersal China

—— 访施迈赛中国总经理刘震先生

□记者 李莉

在工业领域，德国始终以其精益制造享誉全球。德国制造代表着高品质的承诺，对细节的执着和精益求精，是匠人精神的体现。在工业自动化领域，也有着这么一家德资企业，历经 70 多年，始终专注于开发制造安全产品，基于 25,000 多种丰富的产品组合，致力于为人员与设备提供安全保障，打造更为安全的工作环境。这，就是施迈赛集团。



施迈赛中国总经理刘震先生 Mr. Felix Liu, the Managing Director of Schmersal China

为进一步了解施迈赛集团在中国的发展，记者采访了施迈赛中国总经理刘震先生。

记者：请您介绍一下施迈赛集团的概况以及目前在中国的发展情况？

刘震总经理：施迈赛集团于 1945 年在德国乌珀塔尔创建，目前在全球成立了 20 多家子公司；在世界三大洲拥有七个生产基地，分别位于德国、巴西、中国和印度；全球合作伙伴遍布 60 多个国家。作为机械安全防护领域的行业领导者，我们致力于为全球客户开发设计全方位安全解决方案，业务覆盖：食品、包装、机床机械、电梯、重工、汽车等各个行业。

施迈赛在中国也已有二十多年历史，于 1997 年在上海设立办事处，1999 年正式成立了集团子公司——施迈赛工业开关制造（上海）有限公司，并投建完成上海青浦生产基地。当代的中

国已经成为国际型企业决胜全球的战略要地，并在世界经济中发挥着重要作用，谁忽略了中国市场，谁就会失去企业的国际竞争力。

施迈赛集团对于中国市场非常重视，为了进一步拓展中国业务，扩大品牌影响力，集团母公司于 2011 年追加投资，在上海扩大建立了新的生产基地与办公大楼，占地面积达 15,000 平方米，并于 2014 年投入使用。现如今，施迈赛在中国成立了 18 个销售代表处，

业务覆盖全国 20 多个省市。这一系列举措，都代表着施迈赛集团对于扎根中国，共融共赢的信心与决心。

记者：贵公司自进入中国以来，如何理解与践行本地化战略？

刘震总经理：创新研发是施迈赛集团成功的基石，更是发展源动力。我们非常注重本地化产品的研发与制造，力争开发出更贴合中国客户需求，满足中国本土行业环境的安全产品。施迈赛中国于去年正式成立本地研发团队，为中国用户开发制造定制化与个性化安全产品，更好地快速响应本地客户要求，提供更为经济、更为适用的个性化产品与方案。

同时，施迈赛中国还成立了本地化安全咨询与服务部门，该部门由具有行业资深经验的国际认证功能安全工程师团队组成。帮助设备制造商及终端用户更深入地了解中国与欧盟机械安全法



律法规，无论是合规培训、风险评估、设计规划，还是调试安装、设备改造、直至实施安装、维护维修，我们专业的工程师团队都将为您保驾护航，提供全方位的安全咨询服务。

施迈赛是德国企业，但我们同时也扮演着中国本土企业角色。结合中国客户需求，我们会加大本地化战略进程，研发出更具前瞻性的贴合中国客户需求的产品，推出更适用于中国行业要求的安全解决方案与咨询服务。

记者：您认为外资企业在中国获得成功的关键因素有哪些？能否结合您多年的管理经验谈谈您的体会与见解？

刘震总经理：关于外企在中国如何取得成功，我的体会主要是取决于“天、地、人”三个因素。“天”代表着中国市场，我们必须深入了解中国市场需求，对中国市场未来趋势具有前瞻性，这是第一要素；“地”指的是企业在其行业的地位和竞争力，这是企业在中国市场能否取得成功的第二要素；“人”则是指整个



团队，团队是否具有凝聚力和创新及变革意识，是否拥有着良好的企业氛围，这也是关键决定性因素。

21 世纪市场竞争的一个重要组成部分是企业文化的竞争，所以我将更多的精力放在了企业文化的建立，关注和了解员工的诉求，并给他们树立企业目标，使他们更具有使命感。自上任后，我将公司组织架构扁平化，人事、生产、采购、质量、销售、市场、商务等十多位部门总监及经理直接向我汇报，扁平化的层级架构推动各部门沟通更多高效，工作效率与执行力显著提升。现如今，企业文化已呈现出积极坦诚、透明开放的工作氛围。我们的业务也已实现了 20% 的快速增长，仅用 1 年时间提前完成了 2 年规划。

记者：您如何理解工业 4.0 与中国市场的关联性？对未来，贵公司有何发展计划或战略？

刘震总经理：在德国工业 4.0 的背景下，中国正在大力推进“中国制造 2025”和智能制造战略。随着中国制造业自动化程度不断的提高，中国对于工作环境安全也愈发重视，无论是人员与机械设备安全，还是对于环境环保的保护，颁布的相应法律法规也愈加完善。机械安全是工业 4.0 发展的必要基础，工业安全设备与安全系统也是智能制造中的必要环节。施迈赛先进的安全传感、安全驱动与安全控制技术，能帮助客户在实现高



速自动化生产的同时，打造安全的工作环境，避免故障停机与工伤事故风险。

我们希望伴随着中国“一带一路”以及智能制造战略，施迈赛中国的业务将不仅仅辐射台湾及香港等大中华区域，还将进军东南亚及东北亚国家，成为亚太区域的研发、生产、技术中心。今年 7 月，我们已在自贸区成立分公司，专门从事出口贸易，我们相信，在不久的将来，施迈赛中国业务量将会实现翻番，业务领域将覆盖整个亚太区域。

In the industrial field, Germany has been always world-renowned for its perfect and lean manufacturing. German manufacturing represents both an acknowledgement to superior quality and a persistence for details, reflecting a spirit of craftsmanship. A Germany firm has been developing and manufacturing products to enhance the safety at work for decades. Based on a portfolio of around 25,000 comprehensive product range, the company's approximately 2,000 employees develop and design complete solutions for the safety of man and machine. This is Schmersal.

To learn the recent developments of Schmersal in China, Multinationals in China (MNC) has an interview with Mr. Felix Liu, the Managing Director of Schmersal China.

MNC: Would you please brief introduce the Schmersal Group and the developing condition in China?

Felix: Schmersal Group was founded in Wuppertal, Germany in 1945 and its represented by seven manufacturing sites on three continents, including Germany, Brazil, China and India, with its own companies and sales partners in more than 6 nations. In the demanding field of machine safety, the Schmersal Group is one of the international market and competence leaders. Furthermore, Schmersal has sector expertise in the application fields, including food production, packaging, machine tools construction, lift engineering, heavy industry and the automotive industry.

Schmersal has been developing in China for over 20 years. Schmersal first entered China market and set up office in Shanghai in 1997, and then set up its subsidiary, Schmersal



Industrial Switch Manufacturing (Shanghai) Co., Ltd. and built up Shanghai Qingpu production base in 1999. Nowadays, China has played an increasingly important role in the world economy and becomes an important strategic point where international enterprises fight for success, so who loses sight of the Chinese market will lose its international competition capability.

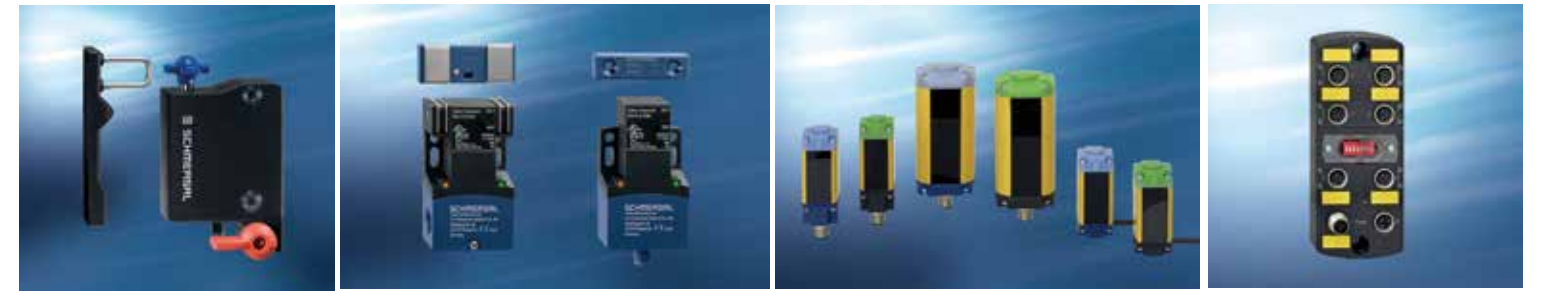
Schmersal attaches great importance to the Chinese market. To extend its business and enhance its brand influence, Schmersal increased its investment in 2011, building a new

production base and an office building covering the total area of 15,000 square meters in Shanghai and putting these facilities into operation in 2014. Now Schmersal sets up 18 sale offices and spread its business in over 20 provinces and cities in China. Such series of acts is the practice that Schmersal is determined to base in China and pursue win-win.

MNC: What are your thoughts and actions about Schmersal's localization strategy with regard to the development in China?

Felix: Innovative research and development are our foundation to success and motility to develop. We place great emphasis on localization of products in aspects of development and manufacturing and strive to supply the safeguarding products closely satisfying the

Chinese clients' demands and adapting to the local industry environment. In last year, Schmersal China sets up the local research and development team, and such team is engaged in customizing and personalizing safeguarding products for Chinese users, giving fast response to the demands of local clients, and providing tailor-made products and solutions with high cost performance and availability.



Additionally, Schmersal China sets up the tec.nicum department, offers machine builders, operators, system integrators and distributors competent, product and manufacturer-neutral consultation on important matters relating to machine safety and work protection. Furthermore, experts from tec.nicum plan and realize complex solutions for safety around the world in close collaboration with the clients. Our experts implement all sorts of safety-related projects - from analysis of the status quo through planning and documentation to the final handover of the finished, norm-compliant machine.

As a German privately-owned company, Schmersal also practices as a local Chinese enterprise. Taking a full account of Chinese clients' demands, Schmersal will strengthen localization process, develop more forward-looking products closely satisfying Chinese clients' demands, and release safety solution and consulting service more applicable Chinese industries.

MNC: What, do you think, are the key for foreign-funded enterprise to success in China? Could you share some insight and understanding on your management work in the past?

Felix: About these, my answer is the three factors "market, competitive force and human". "Market", the first factor, is worth of our priority attention. We must deeply explore the market demands in China, and keep forward-looking to the Chinese market trend. "Competitive force" with the sound industry status supported by it constitutes the second factor; "Human" refers to human resource, i.e. our team, and the team's cohesion and integration as well as a fine enterprise atmosphere are also deciding factors for us to success.

In the 21st Century, enterprise culture has been an important part in market competition, so we focus more energy on the construction of the enterprise culture, pay close attention to staffs' demands, and set up the business goal

to help them gain the commitment. I flatten the company's organization structure, carry out the system of direct reporting. The new organization structure enables all the departments to work and communicate effectively and improves the operation and execution efficiency greatly. Now the firm has been in a positive, sincere, transparent and open working atmosphere. We get a business growth by 20% and complete the two-year goal one year in advance.

MNC: How do you comprehend the relevance of Industry 4.0 and the Chinese market? What plan or strategy does your company draw up for future development?

Felix: While Germany pushes forward "Industry 4.0", China is giving great impetus to strategies "Made in China 2025" and intelligent manufacturing. With the rise of the Chinese manufacturing automatization, China thinks increasingly much of working environment safety in aspects of both personnel / mechanical equipment safety and environmental protection, and promulgates more applicable laws and

regulations. As we known, machine safeguarding is the basic for "Industry 4.0" while industrial safeguarding equipment and system are the necessary links for intelligent manufacturing. Schmersal technology in safety sensor, driving and control can help client run efficient automated production, create a safe work environment, and prevent disaster dump and industrial accident.

Under the background of "One Belt and One Road" and intelligent manufacturing strategies, Schmersal China will extend the business from Greater China Region to South East Asia and Northeast Asia, and become the research & development, production and technical support center in the Asia-Pacific Region. In July this year, we set up a branch company specially engaged in export trade in the Free Trade Zone. We believe that Schmersal China's business will double in volume and spread all over the Asia-Pacific Region.

