

Turn SW into a China-based German Company 把 SW 建成中国的德国公司

—— An interview with Norbert Wiest, General Manager of SW Asia Co., Ltd.

—— 访埃斯维 (SW) 机床 (苏州) 有限公司总经理 Norbert Wiest 先生

随着全球经济的一体化，中国经济也顺应时势取得了高速的发展。仅机床领域这一庞大的市场，就为全球机床生产企业提供了巨大的发展机遇。作为全球知名的多主轴卧式加工中心生产商，SW 还能针对复杂及大批量金属工件量身定制全套自动化生产解决方案，通过其优质产品和服务抢占市场高地，目前已经成为中国机床市场上具有良好口碑的领军企业。

SW 成立于 1981 年，从成立的那一天起，就始终专注于为客户提供最具经济效益和战略意义的解决方案。目前，SW 业务遍及全球 35 个国家和地区，其核心产品多主轴加工中心在金属加工业享有盛誉，广泛应用在汽车、液压等制造领域。

为深层次探究 SW 中国的发展之路、成功之道，本刊记者赴苏州采访了埃斯维机床 (苏州) 有限公司总经理 Norbert Wiest 先生，市场部经理孙苗陪同采访并担任翻译。拥有多年管理实践经验的 Norbert Wiest 先生对于 SW 在中国市场的发展充满信心，他首先为本刊记者介绍说：“可以说，我们总部在正确的时间做了正



埃斯维 (SW) 机床 (苏州) 有限公司总经理 Norbert Wiest 先生
Norbert Wiest, General Manager of SW Asia Co., Ltd.

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确的决定。我们 2009 年开始做全球布局，那时我们的业务还主要集中在欧洲以及极少数国际客户的海外工厂，后来，我们开始全球布局。中国是全球布局中的重要一环。我们生产的机床是五轴联动的多主轴卧式加工中心，特别适合大批量、高复杂、高精度的金属零件产业，像汽车行业有很多都是我们的客户。2010 年，SW 开始在上海设立代表处，销售我们的产品，并实现了快速成长。2010 年 SW 在中国安装的机床台数只占到 SW 全球市场的 3%，现在我们的中国安装台数已经占到 SW 全球市场的 25%，中国市场成长的非常迅速。2013 年，我们发现我们很多中国的大客户

都需要更及时和高效的服务，这使得我们认识到必须要实现本地化生产和服务，于是 2014 年，我们开始在苏州成立外资全资子公司 - 埃斯维机床 (苏州) 有限公司，并购置土地，新建工厂。2016 年 10 月工厂正式投入使用，实现了本地化生产和服务。

长远的战略眼光决定企业的成败，SW 相信，投资中国的决策一定是一个正确的抉择，而事实上，中国市场的快速发展是最好的验证。2016 年，苏州工厂的正式落成成为 SW 在中国市场发展

的重要里程碑，也标志着 SW 中国本地化战略的正式落地。为了能够更贴近中国客户，SW 做到了真正的本地化服务，不断为客户提供最为优质和便捷的本地化服务。

产品品质永远是立企之本，SW 能够快速在中国成长壮大离不开其自身产品质量的过硬和强大的技术团队。特别是近年来，中国正在经历制造转型升级，智能制造和工业自动化的概念不断升温，中国政府也提出中国制造 2025 的发展规划，这些都与 SW 一贯秉承的德国工业 4.0 的理念非常契合。在谈到 SW 产品品质与众不同之处时，Norbert Wiest 先生的话语显得轻松而胸有成竹，他介绍说：“如果你问我，SW 为什么能发展这么快，原因正是在创新、智能制造、质量这些主要关键点上。2010 年我们刚刚进入中国，那时智能制造还并没有特别受到关注，但我们的产品已经集中到这几点上，我们的产品最突出的特点一个是质量，一个是效率，客户买一台 SW 机床，有时可以取代四台其它机床，甚至可以取代八台，SW 是工艺专家，我们的产品本身就是智能产品，涵盖了自动化方案，具备了智能化能力。同时，我们也给客户提整套解决方案，不仅仅提供机床，还可以根据客户需求为其量身定做产品和解决方案。我们在多主轴领域得到了行业的很高认可，拥有自己的专利，我们自己感到非常骄傲，因为这是属于我们自己的品牌。”

从 1981 年成立起，SW 生产高效率、高质量、高智能机床的决心就从未改变。SW 以“四效合一”为主旨，将自己定位于“工



艺专家”，SW 不仅生产机床，还致力于优化加工工艺、不断改善加工程序。为确保实现客户要求的工作加工质量，SW 公司可根据客户的需要提供客户定制解决方案，即包括机床、夹具，刀具，生产工艺和自动化等一系列的交钥匙工程解决方案。SW 还可提供 4 轴或 5 轴联动的卧式多主轴 (2 个，3

个或者 4 个主轴) 加工中心，尤为适用于复杂工件的大批量生产，在提升工件加工效率和质量、降低单件成本方面具有极高的竞争优势；由 SW 公司研发并拥有专利权的整体框架结构，确保了机床加工过程中极高的刚性和稳定性。

SW 为中国机床产业的发展、科技进步都做出了应有的贡献。当问及 SW 的人才以及经营理念时，Norbert Wiest 先生表示，“我们在中国建厂的初衷就是要把公司建成一个中国的德国公司，注重本土化人才培养，这样才能和客户有更好的沟通，我们德国专家会把经验传授给中国员工，让他们掌握最前沿的技术。我们公司的凝聚力很强，公司成立至今，几乎没有员工离开我们团队，因为 SW 为每一位员工都提供了较大的发展空间。”

SW 在中国的发展可谓一帆风顺，业绩也令总部非常满意，谈到未来发展规划时，Norbert Wiest 先生也是信心满满，他说：“我们董事近期来到中国，他对整个工厂的运营都非常满意，他还看到更多的发展空间，还有更大的计划。可以说，我们是一家快速增长的企业，但这并不是我们要的短暂现象，我们要的是稳定可持续发展，我们不仅要为客户生产出他们

要的产品，使客户开心，我们也要自己的员工开心工作和生活所以我们更密切地关注着 SW 每一位员工的发展。”

相信，未来 SW 不仅将紧紧抓住中国工业快速发展转型的机遇，还会将德国工业 4.0 实施方案逐步传递到中国，为中国工业化发展带来积极影响，同时会继续深耕中国市场，把 SW 建成中国的德国公司，将智能机床、人文文化带到中国，同中国经济共同前行！



As global economy is becoming an integral whole, China's economy has ridden the wave and witnessed high-speed development. Machine tools, which take large market shares in China, have provided grand development opportunity for global machine tool producers. SW Group, a world-renowned supplier of solutions for sophisticated metal working production systems customized for specific workpieces is deep rooted in China, aiming for bigger market shares with keen market insights, long-term strategic vision and high-quality products. Now it has established itself as a leading player that earns a good reputation in China's machine tool sector.

Since 1981 when it was founded, SW has been dedicated to offering cost-effective and strategic solutions to customers. Now SW has found its footprints in around 35 countries and regions around the globe. Its multi-spindle machining centers as its core product has enjoyed great popularity in metal-processing industry, widely applied to auto and hydraulic manufacturing fields.

Taking a deep dive into the development path and the road to success of SW China, Zhao Suzhou, one of our journalists interviewed Norbert Wiest, General Manager of SW Asia Co., Ltd., accompanied by Director Sun Miao from marketing department as the interpreter. With several years' hands-on experience as a manager, Norbert Wiest has been confident about SW's development in China. She told our journalist, "The headquarters made the right choice at the right time. We started our global deployment since 2009 when we still provided services only to the Europe and the very few overseas customers' factories. Later, we began to make decisions about global deployment, of which China is a crucial part. Our multi-spindle machine tools all incorporate 5-axis machining, especially designed for accurate and mass production of highly complicated products, such as auto industry where we have maintained quite a few customers. In 2010, SW set up Shanghai Representative Office for product distribution. Then we entered a period of rapid development. In 2010, our sales accounted for

a mere 3% of the global market and now it has reached 25%. We've seen China market grow rapidly. In 2013, we found that many of our key accounts required timely and high-efficient service, so that we realized that localized production was a must. With that in mind, we began to establish Suzhou company in 2014. Localized production was established in the Suzhou factory in October 2017.

Whether an enterprise has a long-term and strategic view determines its fate. SW believes that investment in China is certainly a right choice. In fact, the rapid development of China market has proved it well. The establishment of Suzhou factory in 2016 has become an important milestone in market



development, which also indicates the implementation of SW's localization strategy. In order to get closer to Chinese clients, SW has been successful in delivering high-quality and convenient localized services to the clients.

Product quality has always been the cornerstone of an enterprise. Part of the reason behind SW's rapid expansion in China lies in the reliable quality of its products. Recent years have witnessed transformation and upgrading of manufacturing, as well as closer attention to intelligent manufacturing and industrial automation, in addition to the Made in China 2025 Plan proposed by the state government. These trends and strategies are in line with the concept of German Industry 4.0 long held by SW. When talking about the uniqueness of SW products, Norbert Wiest was confident and relaxed. He told us, "If you ask me why SW is developing so rapidly, I would point out three key aspects - creation, intelligent manufacturing and quality. In 2010 when we just entered China market, intelligent manufacturing wasn't paid much attention to, yet our products had already focused on these points. The most



outstanding features of our products are high quality and high efficiency. One machine bought from us is equivalent to four and even eight bought from other producers. As an expert in manufacturing craft, our products are intelligent-driven capable of automation solutions and intelligent production capability. Meanwhile, we offer package solutions to our clients. By that, we not only supply machines, but also offer tailor-made products and solutions. We have been highly recognized in the multi-spindle machining field, which we are proud of as we own our patents and brand."

Since 1981, SW has been determined in producing highly-efficient, high-quality and highly-intelligent machine tools. "Efficiency is four in one", SW has positioned itself as a "Technology People", which not only produces machine tools, but also dedicates itself to optimizing and continuously improving processing crafts. To ensure the quality of work pieces as required by clients, SW offer solutions tailored to clients' requirements, including turn-key projects of machines, fixtures, tools and manufacturing techniques. SW also sells 4-axis or 5-axis horizontal multi-spindle (with 2, 3 or 4 spindles) processing center, especially made for mass production of



complicated work pieces, boosting production efficiency on the one hand and lowering unit cost on the other; under the overall framework where SW undertakes R&D and owns its patent, delivery of rigid and reliable machining can be guaranteed.

SW has made due contributions to the development and technical advance of China machine tool industry. When asked about the talent-recruiting and operational philosophy of SW, Norbert Wiest answered, "our initial goal of building a China-based factory is turning our company into a China-based German company that focuses on training of local talents, which helps facilitates communication with clients. Our German specialists will pass their experience to the employees and teach them cutting-edge technology. Our company is a highly-concentrated one yet leaves everyone enough room for personal development."

SW has experienced smooth development in China with performance that impresses the corporate headquarter in Germany. Speaking of the roadmap, Norbert Wiest was quite confident, saying, "On the recent visit to China, our director have found that the factory operate in a satisfactory state. Meanwhile, he has found bigger room for development and room for making grander plans. It is fair to say that SW is a rapidly growing company. However, instead of ephemeral prosperity, we would like to maintain steady and sustainable development. On the one hand, we expect our clients to produce products exactly as required, we also want our own employees to live and work happily. We pay attention to the well-being of every single employee."

I believe that SW will not only seize the opportunity of rapid industrial transformation in China tightly, but also delivers German Industry 4.0 Action Plan in China step by step in the hope of bringing positive influence to the industrialization in China. In addition, SW will continue to expand its market share in China and turn itself into a China-based German company that brings intelligent machine tools and humanistic culture to China and co-develops with Chinese economy.