

Phoenix is Making Preparation for a Great Company

菲尼克斯：为成就一个伟大的公司而准备

—— Interview with Gu Jiandang, the President of Phoenix Contact China

—— 记菲尼克斯电气集团中国公司总裁顾建党先生

□ 本刊记者：刘新洁



总裁顾建党先生 President Mr. Gu Jiandang

的事情等着他处理。在菲尼克斯会议室里，刚刚从德国总部汇报工作归来的顾建党先生，顾不上倒时差，顾不上吃中午饭，就风尘仆仆地接受了我们的第一次采访。回忆3年前的第一次见面，顾建党先生就曾经对记者说过：“从1993年当我跟随着李总开始筹办菲尼克斯中国公司时，我就对自己说，年轻人需要挑战，在机会面前你只有把握，不能犹豫，因为机会稍纵即逝。我很感谢李总对我的充分信任，对于初出茅庐的年轻人，我很庆幸我做对了这个选择。”当我们坐在菲尼克斯中国公司总部，听顾建党先生回忆创业之路，回忆菲尼克斯的成长之路，讲述菲尼克斯在中国成功的传奇故事时，顾建党先生向我们诠释了什么是执着，什么是责任，什么是生命的真正价值。

2011年，第二次见到顾建党先生是在菲尼克斯一年一度的媒体见面会上。金秋的古都分外迷人，在欢迎仪式上，已经正式接任菲尼克斯电气中国公司总裁一职的顾建党先生发表了热情洋溢的讲话，一如三年前一样，顾建党先生依旧神采奕奕，精力充沛。41岁的顾建党先生从菲尼克斯第一代领导人李慕松手里接过了沉甸甸的接力棒，接过了这份沉甸甸的责任。他在致辞中，给记者留下最深刻印象的便是顾建党先生反复提及的“责任”两个字：他个人的历史责任，他领导的菲尼克斯中国团队的责任，菲尼克斯中国公司的责任，字字铿锵有力，句句掷地有声。如果说李慕松先生开启了“菲尼克斯电气中国时代”，那么，顾建党先生则是在前辈的引领下开始抒写菲尼克斯中国公司的新篇章。

顾建党先生是南京人，毕业于南京大学工商管理硕士(MBA)，随后取得了中欧国际EMBA，现任中国电工技术学会理事，南京市



菲尼克斯外景 The exterior view of Phoenix Contact China

2012年4月23日上午10时，这是一个历史性的时刻。中国国务院总理温家宝在德国总理默克尔的陪同下参观了德国汉诺威工业博览会。在菲尼克斯电气展台，温家宝总理和菲尼克斯电气集团中国公司总裁顾建党先生进行了亲切的交谈。顾建党先生详细介绍了菲尼克斯在华发展概况，及其多年来在本土化方面取得的成绩。这是一个激动人心的时刻，菲尼克斯19年来的中国发展之路成就了一个德国企业的中国传奇，在菲尼克斯中国公司第二代领导人顾建党先生的带领下，中国的菲尼克斯，正为成就一个伟大的公司而准备着。

当人们回顾改革开放35年的历程时，无不为中国发生的巨变而惊叹。而在这个恢弘的历史画卷里面，顾建党先生和菲尼克斯电气集团中国公司第一代领导人李慕松先生一起抒写了浓墨重彩的历史篇章。

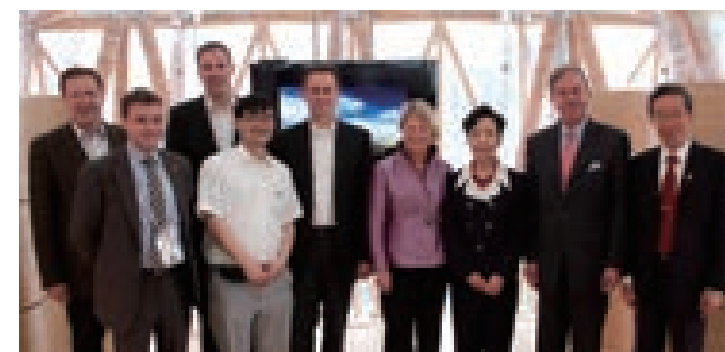
2009年，记者第一次见到顾建党先生是在古都南京——菲尼克斯中国公司总部。能约访到顾建党先生非常不易，他太忙了，有太多



2012 汉诺威展会上中德总理莅临菲尼克斯电气展台
Chinese and German Prime Ministers arrive at the Phoenix Contact booth at 2012 Hannover Messe

青年商会副会长，南京大学客座教授，在其职业生涯里，获得多项殊荣，先后荣获“第二届中国MBA成就奖”、“中国自动化领域年度人物奖”、“南京市第十二届优秀企业家”、“南京市首届优秀青年企业家”、“2012南京市劳动模范”、“新锐苏商”、“中国自动化企业十大风云人物称号”、“工控网·2010年度经营管理奖”、“2012中国商界年度影响力人物”等奖项。1993年以前，顾建党先生就职于原电力部电力自动化研究院。1993年12月，与李慕松教授一道，成为菲尼克斯电气中国公司的前身——南京菲尼克斯电气有限公司六人创业团队成员之一。从销售和市场做起的顾建党先生，如今已经成长为菲尼克斯中国第二代领导人，带领着菲尼克斯中国团队去完成新的使命。

顾总成熟稳健，沉稳的话语中又带着年轻人的热情奔放。顾总在接受我们的采访时曾感慨地说：“菲尼克斯电气中国公司19年的发展经验证明，走本土化道路是我们发展壮大的根本。在这一理念的指引下，菲尼克斯中国公司最根本的发展思路，就是把发展的关键点做好，把菲尼克斯中国公司的核心竞争力与德国



2010 上海世博园“德中同行之家”——德国外交部国务部长 Ms. Pieper (右四) 及南京市总工会主席许慧玲女士 (右三) 参观菲尼克斯展位
Ms. Pieper, Minister of State of Germany Foreign Affairs (right 4), and Ms. Xu Huiling, the Chairman of the Federation of Trade Unions in Nanking (right 3) visit Phoenix Contact booth at the “German and Chinese Home” of 2010 Shanghai World Expo

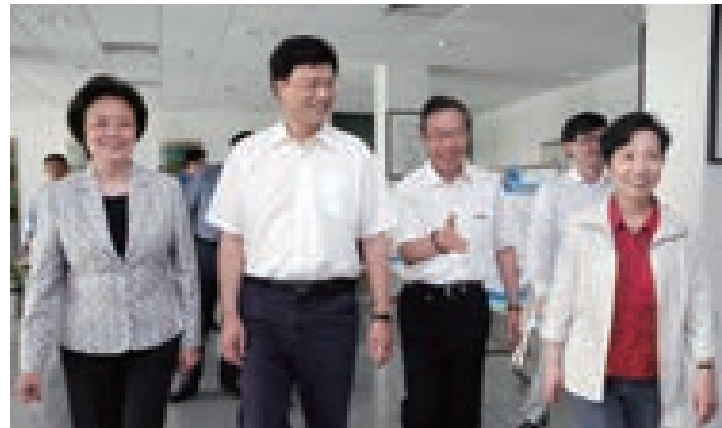


2012 汉诺威展会上工信部部长苗圩莅临菲尼克斯电气展位
Miao Wei(left 2), the Minister of the Ministry of Industry and Information Technology arrives at the Phoenix Contact booth at 2012 Hannover Messe

的技术、管理良好的结合，在中国建立销售、技术、市场、制造平台和亚太服务中心。现在菲尼克斯实现了100%中国团队管理的100%在中国成长起来的本土企业。19年的经验表明，实施本土化道路是行之有效的发展战略。”

在我们即将用一连串的数字来证明菲尼克斯取得的成就时，先来回顾一下菲尼克斯目前所涉及的产品领域。菲尼克斯电气中国公司是德国菲尼克斯电气集团1993年在华投资建立的。对于菲尼克斯中国来说，主体产业遍及化工、冶金、通讯、物流、造纸、汽车制造、烟草机械，以及风力发电和能源制造等领域，共计6万多种产品。除了绝对本土化之外，菲尼克斯电气产品的另一大特点则是“多元化”。从端子到各种配电柜，包括空调和供水的电控系统，电控柜的控制器、继电器、电源、连接器等等，形象地说，菲尼克斯电气就是一个没有外壳的自动化系统。如今菲尼克斯的产品广泛应用于各个领域，如青藏铁路、上海高速磁悬浮和高铁几次大提速中，现场的信号端设备、5t的设备和连锁闭塞系统等等都是菲尼克斯的技术。菲尼克斯全球设有三大竞争力中心，





2010 年全国总工会副主席、书记处书记王炯（左二）一行视察公司
Mr. Wang Jiong (left 2), the Vice Chairman and Secretary of the Secretariat of All China Federation of Trade Unions and his followers inspect the company in 2010



菲尼克斯汶川赈灾捐款活动
The Wenchuan Earthquake relief event of Phoenix Contact China

分别建在德国、美国和中国。如今，中国市场的地位越来越重要，菲尼克斯中国公司的一连串数字印证了这句中国古语“事实胜于雄辩”。

从 1993 年成立至今，菲尼克斯电气中国公司投资增长了 60 多倍，产出增长了 500 多倍，业绩从 1997 年的 1 亿元到现在的 16 个亿，并保持着 25% 的年增长率。有谁能预见到，上世纪 90 年代初，在南京江宁县方山乡横岭村 36 平方米的两间平房开始的创业历程，在第一任领导人李慕松先生的带领下，菲尼克斯就像凤凰涅槃般浴火重生，菲尼克斯所迸发的力量一飞冲天。在短短的 19 年时间里，从最初 6 个人的筹备组到现在 1600 多名员工的现代化企业，公司产品从几个品种增加到 1000 多种，员工总数增长了 400 倍。2010 年，菲尼克斯中国第一次超越菲尼克斯美国成为集团内全球最大子公司，菲尼克斯电气中国公司实现了辉煌的跨越式发展。

19 年本土化战略的成就无疑奠定了菲尼克斯电气未来发展的牢固基础。然而在与顾总访谈的一个多小时时间里，你时刻都能感受到顾总居安思危的忧患意识。这也许正是一个企业家最应具有的优秀品质，永远不会停下追求的脚步，永远不会躺在功劳簿上享受已有的成功。顾总始终在胜利面前保持清醒的头脑。在访谈中，他反复对记者说：“过去 19 年的成功模式并不能



成为未来 19 年的成功保障。我经常对我的团队说，如果你认为企业已经发展得很好了，不需要创新与再进步了，那么我请你离开；如果你对过去取得的业绩沾沾自喜，那么我也请你离开。因为，菲尼克斯需要不断创新，不断进步，对我来说的终极梦想是让它成为一个伟大的公司。”

成功总是青睐有准备的人；成功总是青睐有信心的人。顾建党先生矢志不渝的信念在于：立志将中国菲尼克斯建设成为一个独具特色的伟大公司，矢志追求卓越，成就真正的全球第一，并将中国菲尼克斯成功打造为菲尼克斯全球 2020 战略的重要支柱；立志使中国菲尼克斯既是中国的，更是世界的！在未来 10 年，中国菲尼克斯整个运营体系和业务架构将有根本性的突破和创新；中国菲尼克斯将进行重大的战略转型，从“输入设备、技术和管理”跃升到“输出产品、标准、模式和人才”。中国菲尼克斯正在打造一个立足中国，通向未来、可持续的中国式国际企业发展模式，为菲尼克斯、为世界

贡献出无穷的智慧和巨大的能量。

“十年征程从头越”，一只翱翔在中国的风凰，一个肩负历史使命和社会责任的中国团队。我们相信，在菲尼克斯中国公司第二代领导人顾建党先生的带领下，这只中国的凤凰必将飞得更高更远！



菲尼克斯三期工程启用仪式
The opening ceremony of the Phase Three Project of Phoenix Contact China



公司总裁顾建党先生为员工赠送生日蛋糕和贺卡，以表祝福，并感谢员工父母为菲尼克斯培养优秀的人才
Mr. Gu Jiandang gives the employees birthday cakes and birthday cards as presents for blessing and thanks the parents of the employees for cultivation of the excellent talents for Phoenix Contact.

Ten o'clock of April 23rd, 2012 is a historic moment. Wen Jiabao, the premier of the State of Council visited the Hanover Industrial Fair of Germany with the accompanying of the German Premier Merkel. At the booth of Phoenix Contact, Premier Wen Jiabao and Gu Jiandang, the president of Phoenix Contact China had an amiable conversation. Mr. Gu introduced the general development of Phoenix Contact China and many years of achievements in localization. This is an exciting moment, 19 years of the development of Phoenix Contact China has made a Chinese legend of German enterprise and Phoenix Contact is making preparation for being a great company under the leadership of the second generation leaders of Phoenix Contact China.

Looking back to the 35-year history since China's reform and opening up, nobody won't be impressed by the great changes that have occurred to China. Within this extensive historic painting rolls, Mr. Gu and Mr. Li Musong, the first generation leader of Phoenix Contact China have played great roles in its remarkable history.

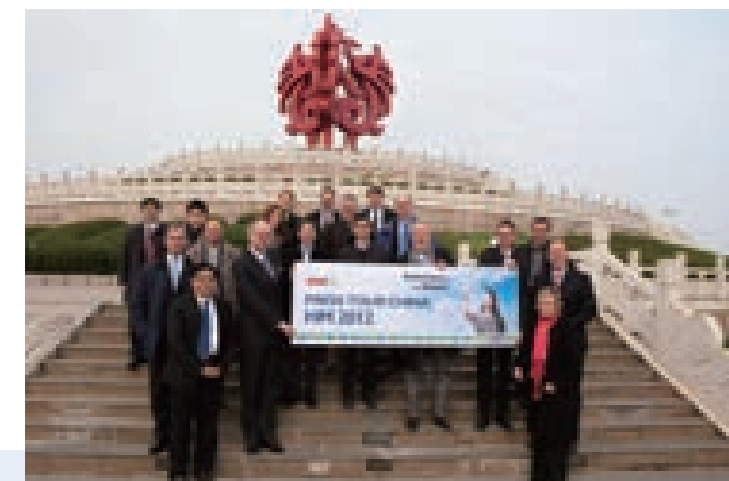
In 2009, I remember it was the first time to see Mr. Gu at the ancient capital Nanking—the headquarters of Phoenix Contact China. It is not easy to interview Gu as he was extremely busy for many affairs to deal with. In the office of Phoenix Contact, Mr. Gu, who just completed the report to the German headquarters and came back, accepted our first interview without adjusting the jet lag and having the lunch. In the first interview three years ago, Gu ever told us, "when I followed Mr. Li for Phoenix Contact China in 1993, I have told myself: Youngsters need challenges to face, you have to seize and shall not hesitate before the opportunities as the opportunity will pass soon. I appreciate President Li's trust in me, and as a young man without much experience, I'm very lucky to have made the right choice." When we were sitting at the headquarters of



2011 年江苏省委书记罗志军视察公司位于江宁智能电网博览馆的展示厅
In 2011, Mr. Luo Zhijun, the secretary of Jiangsu Party Committee inspects the company's exhibition hall at Jiangning Intelligent Power Grid Expo

Phoenix Contact China and listening to Mr. Gu looking back at the pioneering way and the growth way of Phoenix Contact and telling the legend story of its success in China, Mr. Gu explained to us what was sticking to, the responsibility and the true value of life.

In 2011, the second time we saw Mr. Gu at the annual press conference of Phoenix Contact. The ancient capital at the golden autumn is very charming, at the welcome ceremony, Mr. Gu, who had officially assumed the president of Phoenix Contact China made a very warm speech. Just as 3 years ago, Mr. Gu was still energetic and vigorous. 41 year-old Gu has taken the heavy relay baton from Li Musong, the first generation leader of Phoenix Contact, as well as the heavy responsibility. In his speech, what he left most impressive on journalists is that Gu emphasized the word "responsibility": his own historic responsibility, the responsibility of the Phoenix Contact China team under his leadership, and that of Phoenix Contact China, every word is strong and every sentence



德国媒体代表团来访公司 A German media delegation visits our company



2012 汉诺威展会菲尼克斯展台全貌
The full view of Phoenix Contact booth at 2012 Hannover Messe

is powerful. If it is said that Mr. Li has opened the "Phoenix Contact China" era, then Gu started to open a new chapter of Phoenix Contact China under the leadership of the predecessor.

Mr. Gu is a Nankinger, an MBA of Nanking University and has achieved an international EMBA at China Europe International Business School. As a director of Chinese Society of Electrotechnics, the deputy president of Nanking Junior Chamber of Commerce, and the visiting professor of Nanking University, he has achieved many awards such as "The Second Session of Chinese MBA Achievement Award", "The Annual Figure Award of Chinese Automation", "The 12th Session of Excellent Entrepreneur of Nanking", "The First Session of Excellent Young Entrepreneur of Nanking" "2012 Working Model of Nanking" "New Jiangsu Businessman" "The Ten Excellent Figure of Chinese Automation Enterprises of China" and "Industrial Control Network 2010 Operation and Management Award". Before 1993, Mr. Gu had worked at the Electric Power Automation Research Institute of the original Ministry of Electric Power. In December, 1993, Mr. Gu, together with Professor Li had become one of the six pioneering team of Nanking Phoenix Contact Co., Ltd., the predecessor of Phoenix Contact China. Mr. Gu, who started from sales and market, has grown into the second generation of leader of Phoenix Contact China, leading Phoenix Contact China team to fulfill new missions.

Gu is mature and steady and his stable words are full of young men's enthusiasm. Mr. Gu said with emotion in the interview that, "19 years of development experience of Phoenix Contact China proves that the localization is basic for our growth. With this concept, the basic development clue for the Phoenix Contact China is to do a good job at the critical

point of the development, combine the core competence of Phoenix Contact China with the German technology and good management and build up sales, technology, manufacturing platform and Asia-Pacific service center. Now, Phoenix has realized 100% Chinese team management and 100% localized enterprises growing up in China. 19 years of experience indicates that the implementation of localization is the effective development strategy.

While we are going to prove the achievement Phoenix Contact has made with a chain of figures, let's look back at the product fields Phoenix Contact is involved in currently. Phoenix Contact China was invested and established in China by German Phoenix Contact Group in 1993. As for the Phoenix Contact China, the main industry covers more than 60,000 products such as chemicals, metallurgy, communication, logistics, papermaking, automobile manufacturing, tobacco machinery, and wind power generation and energy manufacturing. Except the absolute localization, another feature of Phoenix Contact products is "diversification". Phoenix Contact

is just a crustless automation system vividly from terminal blocks to various electricity distributions including the electric control system of air conditioners and water supply as well as the controller, relays, power supply and connection of electric control cabinet. Now the products of Phoenix has covered various fields such as the Qinghai-Tibet Railway, Shanghai high-speed magnetic suspension and several times of speed-boosting, where the site signal end equipment, 5t equipment and interlock block systems are all the technologies of Phoenix Contact. Phoenix Contact has set up three competitiveness centers globally, separately in Germany, the US and China. Nowadays, the position of Chinese market becomes more and more

important, and a series of figures of Phoenix China describes the Chinese saying, "fact speaks louder than words."

From the establishment in 1993 till now, Phoenix Contact China has increased more than 60 times in investment, more than 500 times in output, and increased from 0.1 billion RMB to 1.6 billion RMB, keeping the annual growth rate at 25%. Who can predict that: at the beginning of 1990s, the pioneering history started from two bungalows of 36 square meters at Hengling village of Fangshan township of Jiangning country of Nanking. Led by the first generation leader Mr. Li, Phoenix Contact China started from zero to a giant new one, whose strength is so powerful. Within only 19 years, the company grows from a preparing group of six people into a modern enterprise with more than 1,600 employees and the products grow from several categories into more than 1000 categories and the total number of employee has grown by 4000 times. In 2010, Phoenix Contact China surpassed Phoenix US and became the globally largest subsidiary within the Group and Phoenix Contact China has realized its splendid leap-forward development.

19 years of localization strategy achievement has established the solid foundation of the future development of Phoenix Contact. However, within more than one hour of talk with Mr. Gu, you can feel his suffering awareness to prepare for the danger in times of safety. This may be just the fine quality which an entrepreneur shall be provided with: he or she never stops the pursuit and enjoys the success he or she has already achieved. Gu always keeps cool in front of the triumph. In the interview, he repeated to journalists that, "the successful modes of the past 19 years cannot guarantee the future success in the next 19 years. I always said to my team, if you feel the enterprise has been developing very well and does not need innovation and progress, I may ask you to leave; if you feel pleased with yourself for the past performance, I may ask you to leave as well. The reason is that Phoenix Contact needs continuous innovation and progress and my ultimate dream is to make it become a great company.

Success always does favor for the prepared people; success always does favor to someone with belief. Gu's firm belief lies



菲尼克斯新员工拓展活动
New employees' development activities of Phoenix Contact China

in that he is determined to build Phoenix Contact China into a unique great company, pursuing the excellence and achieving the true No.1 and building Phoenix Contact China into the major backbone of the global 2020 Strategy of Phoenix Contact; he is determined to make Phoenix Contact China belong to not only Chinese but also the world. In the future 10 years, the complete operation system and business frame of Phoenix Contact China will meet the fundamental breakthrough and innovation; significant strategic transformation will be implemented in Phoenix Contact China zooming from "import of equipment, technology and management" to "output of products, standards, modes and talents." Phoenix Contact China is being built into a development mode of a sustainable Chinese international enterprise based in China and leading to the future and contributing infinite wisdom and tremendous energy to Phoenix Contact and the world.

"Ten years of path starts from the very beginning". This is a phoenix soaring in China, and this is a Chinese team who shoulder historic mission and social responsibility. We are convinced that under the leadership of the second generation leader of Phoenix Contact China, Mr. Gu, this Chinese phoenix will surely fly higher and farther!



公司总裁顾建党先生特聘为南大商学院客座教授
Mr. Gu Jiandang, the president of Phoenix Contact China, is invited as a visiting professor of Business School of Nanking University



2012 菲尼克斯全球总经理年会 GKOM 2012 of Phoenix Contact



菲尼克斯体育日 The Sports Day of Phoenix Contact China



菲尼克斯亲子节活动 The parent-child activities of Phoenix Contact China