

# SUSPA - A German Expert in Gas Spring and Damper

## SUSPA——来自德国的气弹簧及减振器技术专家

—— Interview with Dr. Jin Carsten Shen, Managing Director of SUSPA (Nanjing) Co., Ltd.

—— 访苏世博（南京）减振系统有限公司董事总经理沈金鑫博士



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Dr. Jin Carsten Shen, Managing Director of SUSPA (Nanjing) Co., Ltd.

**创**新是企业发展的第一动力，抓创新就是抓发展，谋创新就是谋未来。SUSPA 以科技创新引领全面发展，依靠“超越自我”的精神，坚持技术创新，不断提高“卓越运营”和持续改善的能力，成为行业的标杆。

苏世博（南京）减振系统有限公司董事总经理沈金鑫博士介绍说，SUSPA 是一家气弹簧、液压减振器、摩擦减振器、碰撞吸能系统以及电控尾叶调节系统的专业制造商。SUSPA 集团成立于 1951 年，总部位于德国纽伦堡，分别于 1959 年和 1969 年开始洗衣机减振器和办公座椅气弹簧的工业生产，是全球座椅气弹簧的发明者、市场开拓者和洗衣机减振器市场的领导者。从 1968 年至今，气弹簧占有率保持全球第二。SUSPA 的气弹簧和阻尼器广泛应用于汽车、工业机器设备、医疗器械、家具、厨具等领域。目前，SUSPA 集团共有四大事业部：MA 机械事业部、PA 动力事业部、

HA 家电事业部和 CM 吸能碰撞减振系统事业部，在德国、美国、捷克、印度和中国拥有多家工厂，并在全球拥有完善的销售服务网络，是典型的德国制造业的隐形冠军。2001 年，SUSPA 进入中国，在江苏省南京市设立产品制造、研发及销售中心。SUSPA 长期坚持“技术服务、专业高效”的理念，成为汽车和洗衣机主机厂及家具、医疗和交通等行业的可靠合作伙伴。2017 年全球销售额 2.6 亿欧元。南京苏世博连续十多年销售的年平均增长率达到 25%，2017 年销售额超过五亿人民币，其中，汽车行业占 60%，洗衣机和家具行业占 33%。为了更好的满足中国客户需求，南京苏世博自 2013 年起开始新产品的研发工作，并于 2018 年初在南京成立了研发中心，专门从事新产品的开发，主要研发领域包含：

一、气弹簧在汽车行业的应用，主要为汽车主机客户配套提供应用于乘用车后备箱、尾门以及前引擎盖的气弹簧和阻尼器，同时也为尾门电动开启系统供应商配套提供气弹簧产品。

二、气弹簧在非汽车工业行业的应用，尤其在家具应用领域。现在家具领域的发展趋势是定制化。定制化的特点是如何高效地使用有限的空间。我们提出了“气弹簧+”的概念，开发气弹簧气动功能五金系统，急客户所急，以创新满足客户舒适、方便、安全和时尚的基本需求，成为引领市场发展的开拓者，为客户创造更多的价值。2018 年中国广州国际家具生产设备及配料展览会上，苏世博工业生产线携“通配款安全阻尼器”和“小蜻蜓轻松开关储物机构”两款新品强势登陆，使苏世博的标杆龙头地位以及价值得到凸显。

三、摩擦式减振器在洗衣机行业的应用。我们致力于根据客户和市场需求，不断进行减振降噪的新产品的开发升级，同时挖掘客户的潜在需求，从而保持行业的领导地位。从 2001 年至 2016 年，南京苏世博家电事业部共计生产销售 RD18 系列摩擦式减振器超过 1.4 亿只，以技术创新为先导，实现市场占有率超过 60%。专利产品 RD18FL 系列自由行程减振器，从 2006-2016 年，累计



销售超过一亿只。从 2017 年开始，南京苏世博成功开发生产波轮式洗衣机的摩擦式吊杆，在全球最大的波轮式洗衣机生产制造基地的中国市场，开启了波轮高端产品解决方案的新市场。

作为 78 年恢复高考后的第一届大学生，沈金鑫博士硕士毕业后留浙江大学任教，88 年去德国柏林工业大学攻读博士，毕业以后在大学研究所工作 3 年，曾经 9 年就职于 ABB 研究中心，负责新产品开发和产品管理，并参加过 ABB 新产品战略小组工作，2011 年加入苏世博任总经理一职，他说：“对于职业经理人来说，我们需要一个平台，让我们能够根据本地客户的需求和市场的特点去发挥我们的企业家精神。我很喜欢 SUSPA 这个平台和环境。管理者要成为公司价值观的楷模，通过自己的行动带动员工，克服一切困难，攻占市场及技术山头，不满足于现状，不断挑战自我，从大局出发，持续改善。公司的业务一直高速增长，因此，我们需要一支有能力的能够支撑业务继续高速发展的管理队伍，不断为员工提供新知识、新方法，帮助员工创造一流的业绩，让员工能够实现并提升自身价值，让我们的员工能够在‘心不累’的环境中轻松地工作，进而提高客户的满意度。”

南京苏世博从一开始就注重本地化发展，打造本地的技术团队。“专业高效的技术服务”是苏世博区别于竞争对手的一个核心竞争力，不仅能够在第一时间快速响应客户需求，而且在客户提出需求或者遇到技术难题时，也能以创新性的思维提供技术解决方案。这



苏世博家庭日活动 SUSPA Family Day

种高效的技术服务，越来越被广大的客户所接受，各种荣誉纷至沓来，比方说：长城汽车的“研发质量奖”、麦格纳公司的“技术创新奖”和“优秀质量奖”、日产和一汽大众的“质量改善奖”、海尔的“金魔方奖”、通用的“优秀供应商奖”、海尔和美的的“优秀供应商奖”等，2017 年南京苏世博被南京市授予首批“智能制造示范企业”，并连续多年被当地政府授予“经济建设贡献奖”及“重点纳税有功单位”。

企业文化的自我更新、开放与学习、以及自我超越是企业可以持续发展的精神动力。2014 年起南京苏世博开始启动企业文化建设项目，苏世博的企业文化是全体苏世博员工长期坚持“以客户为中心”，“引领市场的技术创新”和“专业高效的技术服务”，它充分反映了苏世博人的“超越自我、共同成长”的精神风貌以及“开拓进取、持续发展、专业制胜、鼓励信任”的工作作风。在此背景下，2015 年沈博士提出了南京苏世博 2020 三个战略目标：一是年销售额达到 8 亿元人民币。经过近 3 年的发展，沈博士又将 2020 战略目标调整到了 10 亿元人民币。2017 年苏世博南京业绩增长 33%，业绩增速远高于集团在全球的增速，市场前景广阔；二是成为行业的标杆。获取客户的信任，获得更多新项目合作的机会。做到这一点不仅要依靠合作精神，更要依靠产品研发能力，坚持技术创新，为客户提供技术领先的产品，保证产品的质量符合“德国制造”的标准。三是成为南京地区最受员工喜爱的德资企业。对于苏世博来说，这一目标也是最具挑战的。“我们就在被挑战中共同成长！”沈博士说，如何能够让员工和企业一同成长，让苏世博的员工都有归属感，是我们管理团队一直在努力的方向。

我们相信，在总经理沈金鑫博士的带领下，苏世博的中国发展之路一定能够披荆斩棘，蒸蒸日上！



南京苏世博外观 SUSPA Nanjing Layout

Innovation is a fundamental driving force for an enterprise. Therefore the pursuit of innovation means the essential opportunity of a future development. With the self-challenging spirit and the capability of Excellent Operation and continuing technology innovation, SUSPA has achieved its leading business development position and is becoming a benchmark in its relating industry.

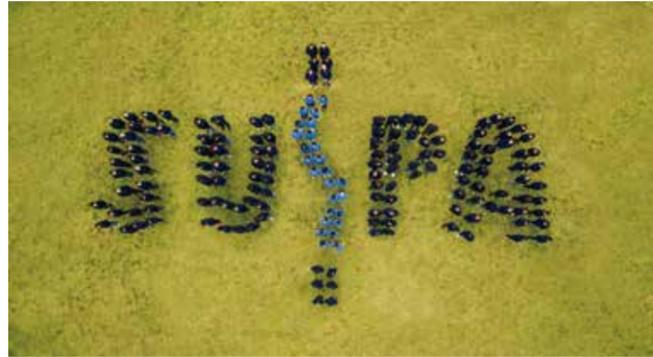
As introduced by Dr. Jin Carsten Shen, managing director of SUSPA (Nanjing) Co., Ltd., SUSPA is a specialized manufacturer of gas spring, hydraulic damper, friction damper, collision energy absorption system and electrically controlled spoiler adjustment system. It was established in 1951 and based in Altdorf of Nuremberg, Germany. SUSPA started the production

of washing machine dampers and office seat air springs in 1959 and 1969 respectively. It is the technical inventor and market pioneer of seat air springs as well as the leader of washing machine dampers. SUSPA has maintained the second position in the gas spring market share since 1968. Its gas springs and dampers are widely used in automobile, industry machinery and equipment, medical devices, furniture and kitchen ware. At present SUSPA, with the four major business divisions Mechanical Application (MA), Powered Application (PA), Household Application (HA) and Crash Management



气弹簧及可锁式气弹簧  
Gas Springs and Varilock

System (CMS), has the manufacturing factories in Germany, USA, Czech, India and China and a global sales and after-sales service network. It is one of the hidden champions in the German manufacturing industry. In 2001 SUSPA entered China and established its manufacturing, engineering and sales center in Nanjing, Jiangsu. With its differentiated concept of "Professional and Efficient Technical Service" SUSPA Nanjing has been widely recognized as a reliable partner by automobile and washing machine manufacturers and other enterprises in furniture, medical devices and transportation. In 2017 SUSPA Group achieved a global sale of 260 million Euro. SUSPA Nanjing has successfully realized a cumulated average annual growth of 25%



SUSPA 航拍 SUSPA "People"

for over 10 years, and achieved the annual sales of 500 million RMB, in which the automobile business contributes 60% and the washing machine and furniture business contributes 33%. In order to serve Chinese customers in a better and fast way, SUSPA Nanjing has started new product development since 2013 and set up a research and development center at the beginning of 2018 which was mainly in charge of development of new products in the following areas:

Firstly, application of gas spring in the automobile field. SUSPA Nanjing delivers gas springs and dampers for trunk, hood doors and Power Lift Systems of the automotive industry.

Secondly, application of gas spring in non-automotive fields, especially in furniture industry. At present the customizing furniture is a mega trend in the furniture industry, in order to utilize limited spaces of an apartment in a more effective way. We launched the "Gas Spring +" business concept and have been developing a pneumatic hardware system integrated with gas spring. Such an integrated pneumatic system satisfies customers' primary needs in comfort, convenience, safety and fashion, and enables us to be a leader in the industry development and create more values for customers. In China International Furniture Machinery & Furniture Raw Materials Fair 2018 (Guangzhou), SUSPA launched its new products such as "Universal Safety Damper" and "Dragonfly - an integrated pneumatic storage bed opening system", which has remarked the technological revolution in this application, according to an industry expert.

Thirdly, application of friction dampers in the washing machine industry. "We are devoted to upgrading damping products and exploring potential demands of customers to maintain our leading position", says Dr. Shen. From 2001 to 2016 the Household Appliances Division of SUSPA Nanjing has made over 140 million friction dampers with a market share



减振器 Dampers



of exceeding 60%. SUSPA Group has also supplied over 100 million free-stroke dampers as premium products from 2006 to 2016 worldwide. In 2017 SUSPA Nanjing successfully developed friction suspension struts for top-load washing machines and opened a new market for high-end top-load washing machines in the Chinese market, the world's biggest top-load washing machine production base.

As the first generation of undergraduates after the Cultural Revolution, Dr. Shen worked as docent at Zhejiang University after his master degree. In 1988 he went to Germany and studied at Berlin University of Technology for his Ph.D. degree. After graduation he had worked at the university institute for 3 years. Then he joined ABB research center in Germany in 1996 and had been in charge of new product development and technology management for 9 years. In 2011 he became the managing director of SUSPA Nanjing. "As a professional manager, I need a platform which supports us to promote our entrepreneurial spirit according to the local customers' demands and the market characteristics. I like SUSPA's platform and environment very much. A manager should act as a good example of the company values, lead employees to make breakthroughs in both business and technology development, and consist on the continuous improvement. Our business has been growing at a high speed, therefore, we need a competent management team that can support this rapid business development, constantly support employees with new knowledge and methodologies, help them create first-class performance and improve their own personal values. Besides a comfortable working environment should be created for them and enable them to work efficiently and comfortably to give customer satisfactory products and services," says Dr. Shen.

Since its establishment, SUSPA Nanjing has emphasized the localization and built up a competent local technical team. Professional and efficient technical service is the core competitiveness for SUSPA superior to its competitors. SUSPA can give a fast response to customers while delivering innovative solution, in order to meet customers' challenging demands. Such a professional and efficient technical service helps us win customer trust and get a series of honors, such as "Research and Development Quality Award" given by Great Wall Automobile, "Technology Innovation Award" and "Excellent Quality Award" by MAGNA, "Quality Improvement Award" by Nissan and FAW-Volkswagen, "Gold Cube Award" by Haier, "Supplier Excellence



荣获客户多枚奖项 Customer Awards



南京苏世博半马拉松徒步活动 SUSPA Nanjing Half Marathon Hiking

Award" by GM, "Excellent Supplier Award" by Haier and Midea. In 2017 SUSPA Nanjing was awarded as "Smart Manufacturing Demonstration Enterprise" by Nanjing Municipal Government. It has also been awarded with "Contribution for Economic Development" and "Major Taxation Contribution" by local Jiangning government for many years.

An open and learning Corporate Culture and its innovation are spiritual powers for an enterprise to make a sustainable development. In 2014 SUSPA Nanjing launched the Corporate Culture Program to focus on "customer-orientation", "market-focused technology innovation" and "professional and efficient technical service". SUSPA Corporate Culture reflects a spiritual outlook of "Self-Challenging and Co-Growth" and a working style of "Progress, Sustainability, Competence and



雁荡山 - 超越自我之旅 Self-Challenging Trip In Yandang Mountain

Appreciation". In such a context Dr. Shen puts forward Strategic Targets 2020 of SUSPA Nanjing in 2015. (1) Achieve an annual sales of 800 million RMB. After three years of development Dr. Shen raised this strategic target to 1 billion RMB. In 2017 SUSPA Nanjing boosted the business by 33%, far higher than the global growth rate of the SUSPA group and its competitors. (2) Be a benchmark in its industry. We strive to win more customers' trust and obtain more cooperative opportunities. To achieve the objective above, we should have a team spirit and strong research and development ability. By a continuous technology innovation we can provide customers with innovative products and solutions of meeting the standard "Made in Germany". (3) Become the most admired German enterprise among employees in Nanjing. It is a great challenge for SUSPA. "We are growing by challenging!" Dr. Shen says that it is the main task of our management team to grow the employees' ability together with the sustainable company growth.