

Our Focus is the Chinese Market

我们聚焦在中国市场

—— Interview with Tom Song, General Manager of BOMAG (CHINA) Construction Machinery Co., Ltd.

—— 访宝马格（中国）工程机械有限公司总经理宋功成先生

□记者 彭彦钧

作为一家在全球压实设备制造领域处于领先地位的跨国企业，公司所有员工始终对客户信守‘质量第一’的承诺。我们为客户提供的是优质环保的工程机械设备，为客户创造一个更好、更先进的产品是我们的目的。我们希望成为客户最有价值的商业伙伴。同时我们非常注重节能环保产品的研发，提供给客户的所有产品和服务完全符合环保和相应的法律法规要求。”宝马格（中国）工程机械有限公司总经理宋功成先生在上海接受本刊记者采访时，以简洁有力的语言道出了德国宝马格公司能够持续发展的成功所在。



宝马格（中国）工程机械有限公司总经理宋功成先生 Tom Song, General Manager of BOMAG (CHINA) Construction Machinery Co., Ltd.

是世界压实技术领域的领导者，是压实产品解决方案的供应商，为大型工程建设提供贯穿整个施工现场的压实技术解决方案。我们的产品能使客户实现环境保护和经济利益最大化。”

早在上世纪 70 年代中期，德国宝马格集团就曾携带产品来到中国参展。中国市场的巨大潜力引起了宝马格集团高层的关注，从此开始了与中国市场的业务往来。宋总说：“上海是中国重要的商业和金融中心。宝马格集团选择上海作为集团在中国市场的总部所在地，足见我们对中国及亚太地区市场的发展充满信心。进入新世纪以后，中国的基

础设施建设突飞猛进的发展，为宝马格在中国市场的发展提供了大好机遇，截至目前，宝马格在中国市场已经取得了比较大的成功。我们进入中国市场是以压实设备为主。2002 年我们在上海奉贤租赁厂房开始生产压实设备，2007 年我们现在的厂房建成并正式搬迁到新厂。现在我们在中国市场的年销售总量已经突破万台产品。中国工厂生产的产品不仅在中国市场销售，而且已经覆盖



到了全球各个角落，包括美国、欧洲、俄罗斯、巴西等国家和地区。目前我们中国工厂的销售额已达到 13 亿。这一数字证明了宝马格在中国成立公司、建设生产基地和组织生产的发展战略非常正确。在过去的几年中，我们为当地政府在税收方面做出了很大的贡献，已经连续五年被奉贤政府部门评为‘百强企业’。现在我们中国公司形成了一个非常稳定的工作团队，在劳动用工、人性化管理、员工福利等方面在当地名列前茅。尤其是近两年我们中国公司实现了井喷式的发展，导致我们目前的工厂用地面积非常紧张，这也是我们发展的一个转折点，新工厂的快速建设完成成为我们目前最重要的工作任务。总之，我们参与了中国基础设施建设的蓬勃发展，也为中国经济的快速发展做出了我们的贡献。”

技术领先和服务便捷是宝马格赢得客户的关键因素。在过

去几十年的发展中，宝马格一直是国际同类公司最出色的供应商，并且把这种优质便捷的服务应用到中国市场。宋功成总经理强调说：“衡量一家公司在市场上的能力就是要看它服务水准和与客户的密切关系。自宝马格成立以来，就把‘客户至上’作为我们最核心的价值观，也是我们的生存之道。我们的关键客户提供给我





们的反馈也印证了这一点。当然我们是技术先导型企业，是全球压实机械技术领域的标准制定者。从创建伊始，我们就在销售现有产品的同时，不断研发第二代、第三代直至现在已经研发到第五代产品，很多智能化的技术已经应用在我们的新产品中了，包括在压实过程中及压实过程后对压实的检测、记录和控制，大项目联网技术等。现在这些技术我们正在中国市场推广。在产品前期的概念设计中，我们就对产品的外观造型、功能及人性化方面有着非常严格的要求，同时我们对产品质量的要求‘精益求精、一丝不苟’。我们很多的供应商包括潜在的供应商，就是放弃利润都非常希望能够与宝马格公司合作，其主要目的是想了解我们如何控制产品质量。其实我们对质量的把控就是要求按图施工，并且严格检查，一丝一毫误差都不容许出现。这就是我们最基本的质量理念，就是‘客户至上’理念的具体体现。虽然我们生产的是工程机械，但是我们对产品质量的要求却是和汽车质量同等要求。在中国市场的十多年来，中国客户正是通过我们的领先技术、优质产品和服务模式让他们感受到宝马格产品的独特魅力。”

以人为本，就是以人力资源为企业生存和发展的根本。企业的成败，人是决定的因素。优秀人才的加盟是企业得以成功发展的重要因素之一，而本地化人才发展策略的实施则是以人为本管理理念的重要一环。在宝马格公司，员工和管理层之间平等交流对话的场面每天都会发生。这种情况在其他企业很少见到。同时宝马格重视员工职业技能的培训和提高，注重中外员工的互相学习与合作。公司经常组织员工进行培训，不仅包括技能培训，还包括语言培训，增进员工之间的互动、沟通和交流。宋功成总



采访结束时，宋总强调了宝马格公司未来在中国市场的发展计划，他说：“目前我们在中国市场发展的势头虽然很好，但是还远远没有达到我们预期的目标。近期我们在江苏的新工厂马上就要开工建设。这也反映了我们对于中国市场的信心和决心。今后我们还会考虑再建新的生产基地。中国是一个巨大的市场，虽然中国现在的人力成本、物价成本飞涨，已经增加了很多的产品成本，但是我们还是非常看好中国市场。我们相信，在未来可见的岁月中，中国市场还是非常具有竞争力的。”

理指出：“我们公司的文化非常开放。我们公司内部强调创造一种开放、尊重、相互信任和相互合作的工作环境。公司组织机构扁平化，任何一个员工都可以随时到我办公室，平等地就公司的发展战略进行探讨和交流。我坚信公司所有的员工只要能够持续提高工作能力，就可以保持宝马格公司发展的活力。同时我们充分尊重员工的个人需求，譬如夏天的高温补助福利。我们规定每月只要有一天高温天气，我们就全月发放高温补助费用。我们公司这种人性化的管理，回馈给公司的是员工的积极性和创造性、员工的使命感和责任心。”

儒雅谦和的宋功成总经理有着丰富的职业经历，在加盟宝马格公司之前，曾在国内的研究机构和多家大型外资公司担任高管。

"As a transnational corporation leading the global compacting equipment manufacturing industry, we always keep our promise of providing products with the best quality for customers. Our products include environment-friendly construction equipment, and the mission is to become the most valuable business partner for customers with better and advanced products. Meanwhile, we attach great importance to the development of energy-saving products, with all of our products and services being environment-friendly and meeting corresponding laws and regulations," Mr. Song said during our interview in Shanghai. According to him, this is the secret of BOMAG's success.

BOMAG, headquartered on the side of the Rhine River in Germany, was established in mid 1950s. After 60 years' development, it has become a global construction equipment supplier, playing a dominant role in manufacturing compacting equipment used for soil road, pitching and waste sanitary landfill, stabilized soil road mixers as well as cold regenerative machines and pavers used for asphalt pavement. Now, the company has over 2200 employees and 400 distributors from 120 countries and regions across the world. "Soon after its establishment in mid 1950s, BOMAG



launched the first dual-drive double-drum vibratory roller in the world-BW60, a great breakthrough that changed the production process of traditional compacting products. With branches running across the world, we are a multinational company in the true sense. Besides, we are a front-runner in terms of compacting technology in the world and can provide solutions for the whole construction process of large-scale projects as a supplier of compacting solutions. Our products can bring customers with maximum economic and environmental benefits," said Mr. Song.

In mid 1970s, BOMAG once attended a trade fair in China. At that time, the huge potential of the Chinese market caught the attention of the management of BOMAG, who decided to start running business in China. “Shanghai is the business and financial center of China. Taking it as our headquarters in China shows our confidence in the Chinese and Asia-Pacific market. China has made great strides in infrastructure construction since the beginning of the 21st century, providing many great opportunities for BOMAG. Up to now, we are quite successful in the Chinese market, with compacting equipment being our major products. In 2002, we rent a plant in Fengxian District, Shanghai to produce compacting equipment. In 2007, the construction of our current plant was finished and we moved to our new plant officially. At present, our annual sales volume in China has exceeded



ten thousand equipment. Products produced in China are not only sold here, but also exported to countries around the world, including the United States, the Europe, Russia, Brazil, etc. Currently, the sales volume of our plant in China has reached to 1.3 billion, indicating that we've made a right decision to set up branches, establish manufacturing bases and producing products in China. During the past years, we've made great tax contribution to the local government and have been rated as one of the "top 100 businesses" by the Fengxian government. Now, we have a stable working team



and is one of the most famous companies in the area for our labor employment system, human-based management and employee benefits. In the recent two years, BOMAG China has witnessed rapid growth, resulting in a shortage of plant space, which is a turning point and makes it a priority for us to accelerate the construction of new plants. In a word, we have participated in the booming of China's infrastructure construction and have also made our share of contribution

to the rapid growth of China's economy."

Cutting-edge technology and timely service is the key to win customers for BOMAG. During the past decades, BOMAG has been the most outstanding supplier among all of its counterparts in the world, and has brought its first-rate service to the Chinese market. As Mr. Song stressed, "To measure a company's capability, we should refer to its service and relationship with customers. Since its establishment, BOMAG has been taking 'customer first' as our core value and also a principle to be followed to survive in the market, which is also indicated in the feedback from our key customers. Of course, we are technique-oriented, and it is us that set the standards for global compacting machinery technology. From the very beginning, we kept developing new generations of products while selling current products. We have the 2nd generation, the 3rd generation, and now we've come to the fifth generation. Many intelligent technologies have been applied in our new products, including technologies related to testing, recording and controlling compacting during and after the compacting process as well as the large-scale project networking technology, which are also promoted by us in the Chinese market. At the preliminary stage of concept design, we hold strict requirements for the appearance, functions and humanization of products. At the same time, product quality always comes first. To understand how we control product quality, many of our suppliers, including potential suppliers, spare no effort to cooperate with us, even at the cost of giving up profits. In fact, we ensure the quality of our products by manufacturing according to drawings and conducting quality inspection strictly, rendering no tolerance to any minor mistakes, which is our basic quality philosophy, a specific embodiment of the "customer first" principle.



Although our products are mainly engineering machinery, our requirements for product quality are as strict as that for automobiles. During our ten years' development in China, we have showed our Chinese customers the unique charm of BOMAG products with our advanced technology, high-quality products and service mode."

"Putting people first" means to treat human resource as the basis of a business. This is because human resource decides whether a business would fail or succeed. Having outstanding talents as its members is the key to a business's success, while the implementation of local human resource development strategy is an important part of the management philosophy of "putting people first". In BOMAG, you can see employees communicating with the management every day, which is rarely observed in other businesses. Meanwhile, BOMAG values the training and improvement of employees' professional skills and encourages Chinese and foreign employees to learn from and cooperate with each other. The company often offers training on skills and language to

enhance the communication and exchange among employees. Mr. Song pointed out, "We have an inclusive culture, and we are committed to create an open working environment where our members respect, trust and cooperate with each other. Besides, we have a flat organizational structure, under which every employee could come over to my office at any time to tell me their views about the development strategy of the company. I'm confident that BOMAG will maintain its vitality as long as all the employees keep improving their working ability. Meanwhile, we also respect the individual demands of employees, for example, we offer high temperature allowance in summer. According to our regulation, as long as there is one day when the temperature is relatively high, we will provide high temperature allowance for the whole month. With such human-based management system, we are rewarded with the enthusiasm, creativity, sense of mission and sense of responsibility of employees."

Mr. Song, learned and refined, has abundant professional experiences. Before joining BOMAG, he has been the senior manager of domestic research institutes and established foreign-funded companies. At the end of the interview, he told us the development plan of BOMAG. "Although we are enjoying great growth momentum in China, there is still a long way to go to achieve our goals. Recently, we will launch the construction of a new plant in Jiangsu, which shows our confidence in the Chinese market and that we are determined to focus our business here. We are also considering building new manufacturing bases in China, a massive market, in the future. Despite the increase in product cost caused by the rising labor and material price, we are still positive about the Chinese market, and we believe China will remain a competitive market in the visible future."

