

Continuous R&D and Innovation Are the Drive of CVG

持续研发与创新是仕驰发展的根本动力

—— Interview with Mr. Lincoln Tomlinson, the East Asia Managing Director of CVG Vehicle Components (Shanghai) Co., Ltd.

—— 访仕驰 (CVG) 汽车配套部件 (上海) 有限公司东亚地区
执行总裁 Lincoln Tomlinson 林肯先生

□记者 李 莉 刘新洁

2018年,正值我国改革开放40周年之际,也是仕驰汽车配套部件(上海)有限公司在华成立的第14个年头。根据总部的战略部署,仕驰(CVG)近些年在中国实施了一系列战略举措,业绩同10年前本刊记者采访时有了大幅提升。如今,仕驰品牌在东亚地区已经享有良好的口碑和市场占有率,成为中国汽车配套部件产业最佳的合作伙伴之一。

年轻有为、知识丰富的仕驰(CVG)汽车配套部件(上海)有限公司东亚地区执行总裁林肯先生早在2004年就来到亚洲工作,对亚洲文化和中国文化都有一定的了解。2014年,林肯先生走马上任,成为中国仕驰新一任掌门人。改革开放40周年之际,本刊记者再次回访了仕驰,林肯先生在近一个小时的时间里介绍了仕驰在华发展之路。

林肯先生首先向本刊记者介绍说:“10年前你们来采访的时候,我们只有这两幢楼,现在已经扩展到第三、第四座楼。在过去10年,我们的业务在全球范围内发生了许多变化,各方面均得以增长,并在人和产品上持续投资。在产品线方面,中国近些年也有了很大扩展,比如卡车业务,我们每天在全球有100万辆重型卡车在路上跑,我们把这块业务在中国也有拓展。我们全球的工厂均采用统一的生产策略,这就保证了仕驰的产品质量在全球保持一致,处于很高的水准。”

同10年前相比,仕驰中国发展得顺风顺水,2007年仕驰中国的营业额为2000万美金,2017年营业额为6300万美金,实现了三倍的增长,达到甚至超越了总部的期望值。

据悉,仕驰CVG总部位于美国俄亥俄州的新奥尔巴尼,经营业务不仅分布在美国,同时还遍及澳大利亚、比利时、中国、墨西哥、瑞典和英国等国家。整个集团在全球拥有8000多名员工,为全球客户提供高质量的汽车配套产品。作为仕驰CVG旗下重要成员之一,

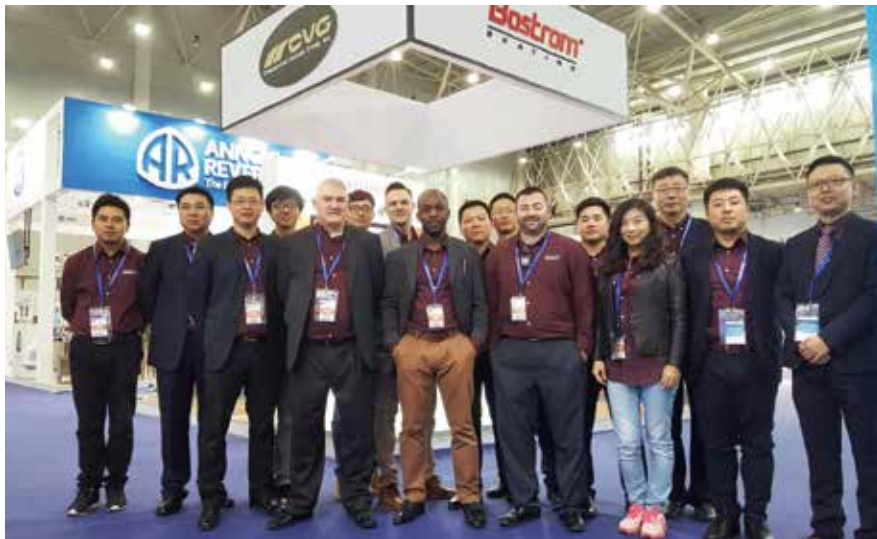


仕驰 (CVG) 汽车配套部件 (上海) 有限公司东亚地区执行总裁 Lincoln Tomlinson 林肯先生 Mr. Lincoln Tomlinson, the East Asia Managing Director of CVG Vehicle Components (Shanghai) Co., Ltd.

仕驰汽车配套部件(上海)有限公司从成立的那天起,就秉承集团发展宗旨,聚焦中国市场客户需求,积极发展和开拓中国市场,成为许多著名汽车品牌的最为信赖的合作伙伴。

拥有强大的产品研发和制造能力的仕驰是如何进一步加强创新和研发的,是如何做到在中国市场10年前后业绩翻三番的出色表现呢?带着这些问题,本刊记者在随后的采访中陆续在林肯先生的话语中找到了答案。

林肯先生介绍说:“首先,我们在产品上有两大优势,一是我们有强大的工程能力来支持产品,同时也有强大的产品研发组织,与当地团队密切合作,开发出符合市场和客户需求的高质量产品。上海的仕驰实验室还得到了国家认证。我们的研发团队在这10年来不断进行扩展,如今已有强大的能力来支撑我们的客户基础。此外,工程团队不仅是本地团队,而是来自全球的团队,这样强大的技术支持有效地保证了产品质量。第二,我们在全球有产



中国市场的发展,重视中国本土人才的也是林肯先生重点考虑之事。在谈到人才培养以及如何让人才更舒心地在仕驰工作等话题时,林肯先生分析说:“过去4年,我们把人才培养重点放到了工程、销售及其他方面,公司加强了对人才方面的投资。目前,CVG上海仅有两位外籍员工。公司坚信,要在当地市场取得成功,就必须发掘和培养当地人才,公司坚持对人才进行投资。我们经常为员工提供国际技术交流的机会,让他们有不断学习和提升的机会。近些年,仕驰的业务发展迅速,员工也受到激励,中国的员工都雄心勃勃,希望通过自身的努力获得更大的发展。我们还让公司有一种家庭氛围,比如妇女节,儿童节都会组织员工活动。我也会经常倾听员工的声音,让他们感受到人性的关怀,同前几年相比,我们员工的流动率下降了很多。”

同时仕驰(上海)每年还与当地政府合作举办了一系列活动来回报社会。Patrick Miller,仕驰集团总裁于2017年和仕驰中国的管理层成员们一起拜访外冈的养老院,并捐赠

品线,我们的团队分布在世界各地。这些团队不断的持续提高和创新,并且反馈给全球工程产品线管理团队,这样就有效及时地保证了产品始终引领市场。在创新方面,仕驰始终走在产品创新的前沿。汽车产业现在是在往电动车方向来发展,我们相信将来这一趋势会影响到座椅方面,我们会有更多的电动设备来连接,比如说未来可能会和手机做一个连接,进行座椅方面的创新,通过手机来操控座椅。在模式化产品科技方面也有创新。之前是有不同的产品线,为不同的应用有不同的平台,从而产生了多个特地且独立的SKU。公司正在研发真正的模式化平台来做一个主要的架构,在这个平台上做扩展来适应市场对不同产品的需求。另一个创新方面,我们主要朝数码方向的技术来发展来提高我们生产工艺的能力和有效性。如线束工厂方面,我们近期正准备尝试用谷歌眼镜等视觉技术向我们的员工提供实时的指示,从而提高生产力。我们正努力往数码化生产方向来发展。”

持续创新和技术更新是仕驰长期在市场获得高占有率的根本动力。作为全球领先的商用汽车配套部件的最主要的供应商,仕驰集团在全球商用汽车市场,包括重载汽车、工程机械、农机、以及专用和军用运输等市场不断持续创新,不断研发在悬浮座椅系统、内饰系统、车身结构和零部件、车镜、雨刮系统、电线总成与控制 and 开关系统等产品的设计开发与制造,向全球客户提供汽车配套部件的整体解决方案和服务。

改革开放40年来,中国国民生产总值增长超过了10倍。重视



了人民币七万元来帮助养老院的老人们提高他们的晚年生活。仕驰(上海)还在近几年里组织了公司层面的无偿献血活动以及资助当地农民工子弟小学的家庭经济困难的小学生等活动。林肯先生人性化的管理让仕驰中国赋予了更多的人文发展内涵,激发了员工的积极性,从而和企业结成命运共同体和利益共同体,使得企业和个人都获得最大的发展。

逆水行舟,不进则退。一个企业只有不断超越自己才能不断发展壮大。谈到未来5年发展计划,林肯先生充满信心地说:“未来5年,我们有很多的投资计划,比如在产品技术方面,我们将结合中国的“一带一路”,在卡车领域会有所作为。我们近期刚在泰国开设了中国分公司,同时,我们会继续发掘其它的投资机会来发展业务。将来在产品技术方面都会有投资,在实验室和研发方面,也会持续投资。在过去的发展中,我们不仅和中国实现了共赢,和本地政府加强了合作。我们也希望未来中国经济发展会越来越好,与中国继续合作走向共赢!”

国务院总理李克强在2017年《政府工作报告》中强调:推进新一轮高水平对外开放,着力实现合作共赢。共享共赢,是经济发展的一个规律,也是当代经济发展一种潮流。我们衷心祝愿仕驰与中国经济共同成长!



Year 2018 just witnesses the 40th anniversary of China's reform and opening-up. By this year has CVG Vehicle Components (Shanghai) Co., Ltd. (CVG China) been operated for 14 years in China. Following the strategic deployment of CVG's headquarters, CVG has taken out a range of strategic moves in China and has better performance than that when we interviewed it 10 years ago. Today, CVG has gained its reputation and a high market share in East Asia and become one of the best partners in the vehicle components industry in China.

Mr. Lincoln Tomlinson, East Asia Managing Director of CVG Vehicle Components (Shanghai) Co., Ltd., came to Asia in 2004. He is promising and knowledgeable, and knows Asian and Chinese culture well. In 2014, Mr. Tomlinson became the new head of CVG China. To learn more about the development path of CVG in China, the journalist interviewed with him again.

"We had only two buildings when you interviewed with me 10 years ago, but now we have two more. Our business has improved globally over the past 10 years, we have progress in all aspects, meanwhile, we are doing investments in human resources and products. We have seen expansion in terms of product lines, for instance, in our truck sector, there are about 1 million heavy and medium duty trucks produced running in world every day. We also have expanded the sector in the same way in China. The unified manufacturing strategies we adhere to in our plants all over the world contributes to the consistently high quality of CVG products," Mr. Tomlinson said.

CVG China has gained momentum over the last several years in the market. The business has seen positive top line growth and continued profitability. The business has beat expectations also helped by the strong construction market dynamics that currently exist.

Headquartered in New Albany, Ohio, the United States, CVG has extended its business from United States to other countries including Australia, Belgium, China, Mexico, Sweden and the UK. CVG group has over 8000 employees all over the world, providing high-quality vehicle components for customers worldwide. As an important



member subordinated to CVG, CVG Vehicle Components (Shanghai) Co., Ltd. has been adhering to the development tenet of CVG since its establishment, focusing on customers' demands, and making efforts to expanding its business in the Chinese market. It has become a loyal partner of many well-known auto makers.

How did CVG with strong product R&D and manufacturing capacity further strengthen innovation and R&D? And how did it triple its revenue over the 10

years in the Chinese market? We can find the answers in the conversation with Mr. Tomlinson.

"First, we have two major advantages in products: one is our strong engineering capabilities in support of products, we have a strong product development organization that works closely with the local teams to develop products with a high



degree of quality which fully meet the demands of the market and customers. Our CVG's lab in Shanghai has got received national certification. Our R&D team has been expanding for these 10 years and now has outstanding capabilities to provide a strong support to our customer base. In addition, the engineering team is not only a local team, but have access to the capabilities of CVG's worldwide engineering organization, thus ensuring strong technical support that can guarantee our product quality. The other factor is our product development and product management structure. This team is also global in nature, which allows CVG to incorporate creative ideas, best practices and process from many parts of the world into our product portfolio. These teams are continuously making improvements in performance and innovations in our product features, which are then brought to local markets, enabling CVG to compete effectively in the markets we serve. In terms of innovation, CVG is always a champion of driving change. Now the automotive industry the trend is towards vehicle electrification. In the future, we believe this trend will impact vehicle seats and we hope that there will be more electric equipment connections. For instance, connecting with the



mobile phone may be an innovation in seat in the future, in this way, we can use our phone to control our seats. We also have innovations in modular product technology. In the past, we had different product lines and platforms for various applications, which resulted in a wide number of unique and independent SKUs. The company is now working on developing a modular approach to our product platforms. This modular approach will allow CVG to service various market segments from one generic product platform structure, provide greater flexibility to meet market demand for different products. This is a very exciting time for the company. Another innovation area is our development in digital technology to drive the capability and efficiency in our manufacturing processes. For instance, in our wire harness plants, we are studying how to utilize visual technology such as Google glasses in the manufacturing process to provide real time instructions to the employees, so as to increase their productivity. We are trying to develop in the direction of digital production," Mr. Tomlinson said.

Continuous innovation and technological updates are the fundamental power of CVG to continue to be successful in the market in the long term. As one of the world-leading supplier of commercial vehicle components, CVG keeps on innovating in the markets of heavy-duty vehicles, construction machinery, agricultural machinery and special & military transportation, keeps on developing and manufacturing suspension seat system, interior system, vehicle body structure and spare



parts, car mirror, windshield wiper system, wire assembly and control & switch system, etc., and provides overall solutions and services of vehicle components for global customers.

Since the reform and opening-up, China's GDP has grown by over 10 times. Mr. Tomlinson focuses on the development of the Chinese market and local talents in China. When talking about personnel training and how to allow the talents to work at CVG more comfortable, Mr. Tomlinson said: "In the past 4 years, we paid attention to personnel training on engineering, sales and other functions, and the company has strengthened investment in our talent pool. Currently there are only two foreign employees in CVG Shanghai, and the company believes that to be successful in the local markets we need to find and cultivate more local talents. CVG prioritizes its investment in talents, we often provide international technological

exchange opportunities for our employees, to allow them to keep on learning and improving. In recent years, the CVG's business has developed rapidly and our employees were also motivated. Our employees in China are all ambitious and expect to achieve greater development with their own effort. We create a family atmosphere in the company, for instance, we organize activities on Women's Day and Children's Day. I will often listen to the voice of our employees and let them feel the humanistic care. Our employee turnover rate was significantly less than it was a few years ago."

Meanwhile, CVG (Shanghai) is cooperating with the local government to reward the community every year. In 2017, Patrick Miller, president of CVG Group visited Waigang Nursing Home with China management leaders and donated seventy thousand yuan to improve life of the elderly. In the past a few years, CVG (Shanghai) also organized company-level voluntary blood donation activities and sponsored young students in local migrant junior schools who live in poverty. Mr. Tomlinson's humanistic management promotes CVG China's humanistic development and motivates the employees, making them bound their future and interest to the company, enabling the biggest development of both the company and the employees.

To stand still is to move back. Only by surpassing itself can a company keep on growing and becoming stronger. When talking about the development plan in the coming 5 years, Mr. Tomlinson said confidently: "In the coming 5 years, we have a lot of investment plans, for example, in terms of product technology, we will achieve something in the field of truck while following the "Belt and Road" initiative of China. We have just recently opened a branch in Thailand and we will continue looking for other investment opportunities to develop our business. In the future, we will invest in product technology and make continuous investment in lab and R&D. In the past development, we have achieved win-win result with China and strengthened cooperation with the local government. We hope that China's economy becomes better and better in the future, and we will continue the win-win cooperation with China!"

In the Government Work Report 2017, Premier Li Keqiang emphasized that we should advance a new round of high-level opening-up and achieve win-win cooperation. Sharing and win-win is a regularity of economic development, as well as a trend of contemporary economic development. Sincerely wish a common growth of CVG and the Chinese economy!