

Auto-Kabel, the World Champion in the Aluminum Harness Segment

铝线束细分市场的全球冠军

—— Interview with Mr. Richard Shen, GM of Auto-Kabel Harness (Taicang) Co., Ltd.

—— 访欧托凯勃汽车线束（太仓）有限公司总经理沈巍先生

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欧托凯勃集团 1933 年成立于德国科隆，目前在世界各地共拥有 8 家全资子公司，为世界知名的客户，如戴姆勒奔驰、宝马、大众、通用、福特、奥迪、布加迪、保时捷等提供高端产品及其服务。85 年来，欧托凯勃以深耕于汽车线束领域并不断创新，书写了一部不断发展壮大的企业成功史。

2018 年，中国改革开放 40 周年之际，本刊记者赴太仓采访了欧托凯勃汽车线束（太仓）有限公司总经理沈巍先生。学识渊博、有着自己独到管理哲学的沈巍先生曾在世界 500 强和中小型外企都工作过，这让沈巍先生积累了丰富的专业能力和管理经验。2013 年，沈巍先生正式加盟欧托凯勃，并担任欧托凯勃在中国全资子公司——欧托凯勃汽车线束（太仓）有限公司（以下简称“欧托凯勃”）总经理。在他上任的近 6 年间，欧托凯勃太仓不断发展壮大，逐步成为国内汽车线束系统的领航企业。

沈巍先生介绍说：“我们是德国一家私营公司，在铝线束细分领域是全球最大的。2008 年欧托凯勃进入中国市场，如今 10 年过去了，目前营业额达到 5 亿人民币，员工人数 370 人。中国市场持续稳定地增长，受到德国总部高度重视。在未来，德国总部将加大对中国市场的投入。我们在铝线束行业已经有 20 多年的经验，是最先研究设计制造铝线束的公司。我们参与了铝线束产品的标准制定，在材料研发、加工等方面都有专利，很多整车厂都借鉴欧托凯勃铝线束标准。可以说，我们拥有全球最好的铝线束产品。”

在我们的印象中，德国企业具有创新和专注的基因。沈巍先生说：“我们一直走在世界的前沿，2009 年，我们在太仓设立了设计应用中心，

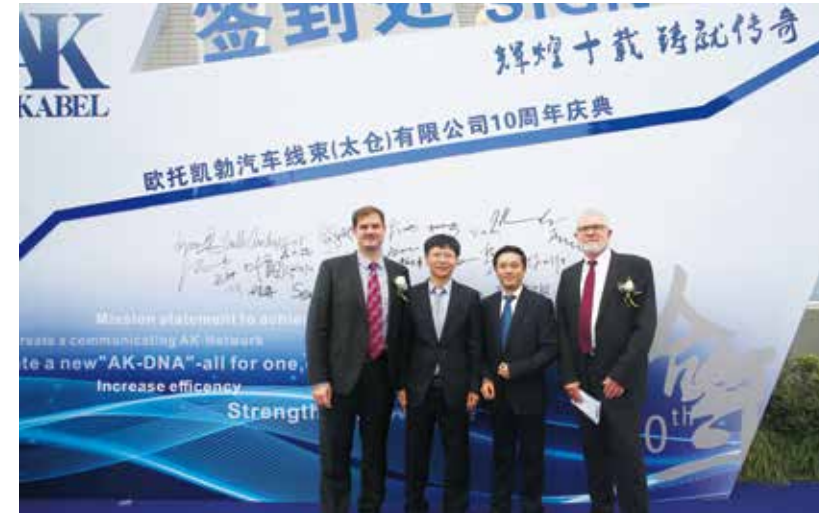


欧托凯勃汽车线束（太仓）有限公司总经理沈巍先生
Mr. Richard Shen, GM of Auto-Kabel Harness (Taicang) Co., Ltd.

2014 年开始又陆续建立了实验室，并开始零部件设计。目前，我们开始产品的智能制造系统，通过对生产数据的收集、分析，向工程师及生产一线员工提供实时数据反馈，并做一定的自主决策。由于线束产品品种多、变化快，比较容易出问题，如何做到无缺陷一直都是我们关注的重点。无缺陷来源于好的设计和创新，而设计和创新取决于人。因此，欧托凯勃一直将培训作为一项长效性的人力资源投资，自 2017 年开始成立培训中心，通过专业知识能力、商务、领导力、通用技能等培训项目全面提高员工的综合素质，使得员工能够更轻松应对行业的快速发展。另外，2018 年欧托凯勃引进德国“二元制”教育模式，以德商会的行业标准，重点培养具备高素质综合技能的机电一体化人才，为公司的未来源源不断输送优质员工。”

成立 10 年来，欧托凯勃与众多优质客户建立了良好的伙伴关系，如上汽、通用、北京奔驰、华晨宝马、一汽奥迪、恒大法拉利等。10 年间，太仓公司业务量逐年增加，实现了两位数的年增长率，业绩表现非常抢眼，为总部交出了一份令人满意的成绩单。

沈巍先生充满信心地表示：“我相信，未来行业竞争会越来越激烈。中国用 30 年走完了西方百年走的发展之路。我们始终关注在企业文化、产品质量、供应商管理和客户满意上，始终致力于满足并超越各相关方的需求，而这些是我们真正核心竞争力之所在。欧托凯勃有望在 2020 年达到销售额 7-8 亿元人民币，最终实现 10-15 亿元人民币的销售额。中国市场的潜力还有待于开发，对于中国市场的付出一定会有回报。”



Auto-Kabel Group, which established in 1933, Cologne, Germany, and has 8 wholly-owned subsidiaries across the world in total, currently is delivering high-end products and services to a crowd of world famous customers like Daimler Benz, BMW, Volkswagen, General Motors, Ford, Audi, Bugatti and Porsche, etc.. In the past 85 years, Auto-Kabel has created a grand success by unremitting endeavor and continual innovation in the auto harness field.

Year 2018 marks the 40th anniversary of China's reform and opening-up. At this moment, the journalist interviewed with Mr. Richard Shen, GM of Auto-Kabel Harness (Taicang) Co., Ltd. Abundance of management abilities, experiences has been accumulated in his past career life, through listed Global Top 500, and other small and medium-sized foreign enterprises. In 2013, Mr. Richard Shen joined in Auto-Kabel Group and served as GM of Auto-Kabel Harness (Taicang) Co., Ltd., a China-based subsidiary of Auto-Kabel. Under his leadership in about 6 years, the company has achieved great progress, ranking the top in the domestic auto harness field progressively.

"We are a German family corporation, and an aluminum harness giant in the global market. Auto-Kabel entered the Chinese market since 2008. In the past 10 years, the sale volume increased over CNY 500m and the staffs extended to 370. With the sustained development trend, increasingly importance has been attached to German headquarter, that Auto-Kabel Group decided to enhance investment in China. As the pioneer design and manufacturing company, we have been engaged in aluminum harness development for over 20 years. We have participated in the formulation of aluminum harness product standards, which has been applied by many OEM, and taken out a string of patents in material research, development and other



links. As it were, we develop the global first-class aluminum harness products," said Shen.

As we believe, German companies have genes of innovation and concentration. "We keep going ahead. In 2009, the design & application center was established in Taicang; in 2014, a laboratory was built up and put into design operation. Now, we embark on developing smart manufacturing system, which provide much real-time data feedback by collecting and analyzing the production data as well as conduct independent decision-making to engineers and production staffs. Much variety and evolution of harness products may lead to defects. Therefore, how to control defect is a key for us to do better. Zero defect is contributed by fine design and innovation while design and innovation are created by human. Based on this, Auto-Kabel keeps on training as a long-term human resource investment. In 2017, the Auto-Kabel Taicang training center was established, that aims at improving the staffs' comprehensive abilities with a series of training projects in such aspects as professional knowledge & ability, business competence, leadership and interdisciplinary skills, and helping them keep pace with the rapid development of the industry. In 2018, the company introduced "Dual Vocational Education" system, and conducted Mechatronics training to select and develop talents with high quality and integrated skills, that strictly follow up the professional standards developed by German Chamber of Commerce," added Shen.



Since establishment of Auto-Kabel Harness (Taicang) Co., Ltd., it has already created close partnership with many famous customers like SAIC, GM, Beijing Mercedes-Benz, BMW Brilliance, FAW-VW and Evergrande Ferrari. Besides, it has also made an eye-catching success - the sale volume increases at a double-digit rate per year.

"China has already realized the development that the Western countries completed in over one hundred years. Maybe we face more fierce competition in the future, however through continues concentration on corporate culture, product quality, supplier management, and customer satisfaction, we always devote to satisfying customer demands, even higher than expectation. With the strength of our core competitiveness in these aspects, Auto-Kabel is been forecasted to achieve a sale volume of CNY 700-800 million by 2020, even possible CNY 1-1.5 billion. We believe that the Chinese market is full of potential and will give us rich reward," said Shen.