

Keeping pace with the times: Take root in China and serve China

与时俱进 扎根中国 服务中国

—— Interview with David Chen, the General Manager of CASE Construction Equipment Division of CNH Industrial (China) Management Co.,Ltd

—— 访凯斯纽荷兰工业集团中国区工程机械业务陈霖总经理

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凯斯作为工程机械领域的全球领航者，始终坚持在中国长期发展的策略，以一流的产品、一流的技术、完善的服务为基石，以开拓创新为依托，不断适应中国客户的需求，为中国的发展做出了重要贡献。

2019年，新中国建国70周年之际，本刊记者在上海采访了凯斯纽荷兰工业集团中国区工程机械业务总经理陈霖先生。在一个多小时的采访中，陈霖先生详细介绍了凯斯工程机械在华发展概况，并向本刊记者表达了凯斯扎根中国、服务中国的决心和信心。

凯斯是美国工程机械品牌的前驱之一，自1842年成立以来，始终致力于应对工程机械领域的各种挑战，在“2019年全球工程机械制造商50强”中排名第18位。凯斯进入中国市场还要追溯到上个世纪90年代。1995年，凯斯成为较早进入中国市场的外资工程机械公司。随着业务的发展，凯斯品牌在中国市场收获了良好的口碑和亮眼的业绩。目前凯斯工程机械（CASE Construction Equipment）是在纽约证券交易所（NYSE：CNHI）和意大利证券交易所电子股市场（MI：CNHI）



凯斯工凯斯纽荷兰工业集团中国区工程机械业务陈霖总经理 David Chen, the General Manager of CASE Construction Equipment Division of CNH Industrial (China) Management Co.,Ltd

上市的资本货物全球领头羊 CNH Industrial N.V.（凯斯纽荷兰工业集团）旗下的品牌。凯斯工程机械（CASE Construction Equipment）销售并支持全系列工程机械设备，其中包括了世界第一的挖掘装载机、滑移装载机、履带式滑移装载机、推土机、履带式 and 轮式液压挖掘机、自行式平地机、大型和小型的轮式装载机、压路机，越野叉车。

依靠凯斯强大的经销商网络支持，客户将找到真正的专业合作伙伴——享有世界顶级的设备与售后服务支持，业内领先的质量保证以及灵活的金融支持。

卓越的产品、技术以及成熟的销售服务网络让凯斯品牌在中国拥有了广泛的客户基础。

凯斯纽荷兰工业集团中国区工程机械业务总经理陈霖先生睿智沉稳，对商业管理以及行业发展都有着深刻而独到的

见解，在与记者的交谈中，陈霖先生从多个层面介绍了凯斯在中国市场的发展之道。

“1996年，凯斯进入中国市场，1999年成立合资公司，到今



天已经发展20年了。这20年来，我们得到了客户的认可，可以说，我们随着改革开放一起发展，同时也对中国经济建设做出了我们的贡献。我们的核心竞争力就是产品，传递价值也是以产品为中心，保持产品的全球同步性。让中国客户也享受到高端产品以及服务就是我们对中国市场的发展战略。”陈霖先生以简洁有力的语言道出了凯斯能够在华持续发展的成功所在。

技术领先和服务便捷是凯斯赢得客户的关键因素。在过去20年的发展中，凯斯一直是国际同类公司最出色的供应商，并且把这种领先的技术和优质服务应用到中国市场。陈霖先生强调说：“凯斯的产品以耐久和稳定性著称，符合市场的高端需求，在产品中融入了全球高端技术，在生命周期内为客户提供高效率的服务。我们在为客户提供全面解决方案的同时，还提供定制改装以及后续的服务。例如，我们在给中石化阿尔及利亚和沙特阿拉伯等海外公司曾提供了100多台设备，客户看中我们设备良好的稳定性，在4—5年的时间里，我们还不断根据当地的需求，不断匹配有关设备来做不同的项目。我们可以一直提供全部的解决方案，在帮助中国企业‘走出去’中，起到了保驾护航的作用。”

衡量一家公司在市场上的能力就是要看它服务水准与客户的密切关系。自凯斯成立以来，便把“客户至上”作为凯斯最核心的价值观，也是凯斯的发展之道。作为技术先导型企业，凯斯就是工程机械领域的领头羊。对产品质量的要求“精益求精、一丝不苟”。今天的凯斯，在100多个国家和地区销售工程机械产品。



一流的效益来自一流的管理。以人为本，就是以人力资源为企业生存和发展的根本。在凯斯中国，70%以上的员工都是十年员工，这个数字足以证明凯斯的自身魅力，谈到凯斯的人才管理和团队建设时，陈霖先生分析说：“凯斯倡导的文化就是坦诚交流，打开部门壁垒，相互理解，团结一致。凯斯是一个多元化公司，起源来自美国，股东是非亚特家族，又有很多来自欧洲的公司，后来还有日本公司加入。我认为只要坦诚交流，就能克服文化上的差异，形成默契文化，这样企业环境也会更加舒适。”沟通、理解、开放、尊重、相互信任和相互合作的工作环境可以增加公司与员工的黏合度，这种人性化的管理，



带给公司的红利则是员工的积极性和创造性、员工的使命感和责任心，由此带来的必然是凯斯在中国市场不断高歌猛进。

儒雅谦和的陈霖先生有着丰富的管理经验。20年来，陈霖先生见证了凯斯在中国的成长。采访结束时，陈霖先生展望了凯斯未来在中国市场的发展计划，他说：“未来3—5年，我希望继续保持增长势头，保持平稳发展。中国市场体量很大，中国三大“不平衡”也将成为驱动发展的主要动力，如东部沿海地区和中部、西部地区的差异，城市和农村市场的差异，新兴技术的应用对新型基础设施需求的差异，这些都将成为凯斯发展的主要动力。未来，我们会不断加大对中国市场的投入，包括小型多功能设备在中国投产，这些都是我们未来3—5年的计划。中国市场变化很快。我们要跟随着变化来不断调整市场策略。在中国的发展战略，必须适应中国市场，必须根据中国市场的改变而改变，与时俱进，扎根中国，服务中国。”

As a global leader in the field of construction machinery, Case adheres to the strategy of long-term development in China and keeps adapting to the needs of Chinese customers relying on quality products, cutting-edge technologies and perfect services which are under constant innovation, making important contributions to the development of China.

In 2019, on the occasion of the 70th anniversary of the founding of the People's Republic of China, we interviewed in Shanghai Mr. David Chen, the General Manager of CASE Construction Equipment Division of CNH Industrial (China) Management Co.,Ltd. During the interview which lasted for more than one hour, David introduced in detail the development of Case in China, and expressed their determination and confidence to take root in China and serve China.

Case is one of the pioneers of American construction machinery brands. Since its establishment in 1842, Case has been committed to meeting various challenges in construction machinery. It is ranked the 18th in the "2019 Top 50 Global Construction Machinery Manufacturers". In 1995, Case became one of the first foreign-funded construction machinery companies to enter the Chinese market. With the development of business, the Case brand has gained reputation and outstanding performance. At present, CASE Construction Equipment is a brand affiliated to CNH Industrial N.V., the global leader of capital goods listed on the New York Stock Exchange (NYSE: CNHI) and MTA of Italian Stock Exchange (MI: CNHI). CASE Construction Equipment sells and supports a full range of construction machinery and equipment, including the world's most popular backhoe loaders, the skid steer loaders, the crawler skid steer loaders, the crawler bulldozers, the



crawler and wheeled hydraulic excavators, the motor graders, large-sized and small-sized wheeled loaders, compaction equipment and forklifts.

Relying on support of a sound dealer network for Case, the customers will find a professional partner which boasts of the world's top-class equipment, after-sales service support, industry-leading quality assurance and flexible financial

support.

Excellent products, technology and mature sales service network of Case have contributed to its broad customer base in China.

Mr. David Chen, wise and sedate, has profound and unique views on business management and industry development. In the talks with the journalist, he introduced Case's principles for development in China from various aspects.

"It has been 20 years since a joint-venture company of Case was established in 1999. Over these years, we have been recognized by our customers. It can be said that we have developed along with the reform and opening-up, and at the same time, we have contributed to China's economic construction. Our core competitiveness is the product whereby the values are delivered to maintain the synchronization of products across the world. It is our strategy for the Chinese market to enable Chinese customers to enjoy the same high-end products and services." David revealed the secret for successful and sustainable development of Case in China with concise and forceful words.

Leading technologies and convenient services are the key factors for Case to win customers. During the past two decades, Case has always been an outstanding supplier in the



international market and brought such leading technologies and convenient services to the Chinese market.

David emphasized, "Our products are famous for durability and stability, which meet the high-end demands of the market, since they are integrated with the global high-end technologies and can provide customers with efficient services in the life cycle.

In addition to comprehensive solutions, we also provide customized refitting and follow-up services. For example, we have supplied more than 100 sets of equipment to overseas branches of Sinopec in Algeria, Saudi Arabia, etc. thanks to the stability of our equipment. During 4 to 5 years, we have continuously matched relevant equipment for different projects according to local demand. We will always provide a basket of solutions to support Chinese enterprises in "going out".

The measure of a company's abilities in the market depends on its service level and relationship with customers. 'Customer first' has been the core value of Case, which is also its principle of development. As a technology-oriented enterprise, Case is the leader in the field of construction machinery. It constantly strives for perfection and is scrupulous about every detail in terms of product quality. Today, Case sells construction machinery products to more than 100 countries and regions.

High efficiency originates in effective management. Being people-oriented is to take human resources as the basis for the survival and development of the enterprise. In Case (China),

more than 70% of the employees have been working with Case for over ten years, which implies the charm of Case. When talking about talent management and team building, David said, "Case advocates a culture of open communication to clear inter-department barriers for mutual understanding and unity. Case is a diversified company which originated in the United States and had the Fiat family as its shareholder. Later, many companies from Europe and then Japan joined. I think that as long as we communicate honestly, we can overcome the cultural differences and form a culture with tacit understanding, making the business environment more comfortable." A working environment featured by communication, understanding, openness, respect, mutual trust and cooperation will enhance the bonding between the company and its employees. Such people-oriented management will bring such dividends to the company as enthusiasm, creativity, sense of mission and responsibility of the employees, and the consequent continuous development of Case in the Chinese market.

David, who is elegant and modest, has rich management experience. He has witnessed Case's growth in China over the past 20 years. At the end of the interview, David looked forward to Case's future development plan in the Chinese market. He said, "In the next 3 to 5 years, I hope to maintain the momentum of growth and stable development. In addition to the huge size of Chinese market, the major imbalances in China will become the main driving forces for Case's development, including the differences between eastern coastal areas and central and western areas, between urban and rural markets, and between the application of emerging technologies and the demand for new infrastructures. In the future, we will continue to increase investment in the Chinese market, including the small-sized multipurpose equipment to be put into production in China. These are part of our plan for the next three to five years. China's market is changing rapidly, and we need to keep pace with the changes to adjust our market strategy. Our development strategy in China must adapt to the Chinese market, change according to the changes of the Chinese market, and keep pace with the times by taking root in China and serving China.

