

# Swiss Precision and Chinese Scale



## 瑞士精密 中国规模

—— Interview with Mr. Henry Wu, CEO of Ryder Industries Ltd.

—— 访瑞士电子有限公司首席执行官吴昌伦先生

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瑞士电子有限公司首席执行官吴昌伦先生  
Mr. Henry Wu, CEO of Ryder Industries Ltd.

本会计、财务经理、财务总监、首席财务官、首席执行官，是在瑞士电子有限公司一步步成长起来的企业高管。他领导了瑞士电子有限公司事业在中国市场的扩张，并新建了3栋厂房，将瑞德电子在深圳的两家工厂合并成一个平稳过渡的生产制造基地；他还在探索、评估和建立新的内陆工厂瑞德电子（信丰）有限公司方面发挥了关键作用。

吴昌伦先生告诉记者：“瑞士电子有限公司是瑞士科学家Eric Winkler先生1979年在香港创立的独资企业，今年刚好成立40周年。公司业务从Saitek品牌设计、制造发展到今天以电子代工设计与制造为主，十分独特。公司专注于CDM（客户定制化设计生产）与JDM（客户合作设计制造），提供全面系统的电子产品制造服务，拥有专业的销售、市场、设计、制造等职能团队及从模具、塑胶、SMT到成品装配，垂直完整的制造能力。当客户需要时，我们是产品设计和组件采购的门户。目前，我们从战略层面确立了三个细分市场即三条业务主线---专业音响、物联网及大客户BOA公司。公司的六大核心价值观是合作共荣、积极进取、质优高效、道德诚信、团队精神和卓越雇主。瑞德电子（深圳）有限公司是瑞士电子有限公司在中国的总部，行使管理统括、技术研发、市场营销终端职能。”

谈到近5年来的发展变化和成就时，吴昌伦先生说：“这几年公司发展的步伐比较稳健，深圳2家工厂的合并和新建3栋厂房平稳过渡，公司业务量的增长率每年保持在2位数。我们的主要市场没有改变，还是在欧美，美国占60%，欧洲占30-40%。员工人数与

坚持讲好中国故事、传播好中国声音，让世界更好了解中国，在新中国成立70周年之际，经济日报出版社将隆重推出大型双语《跨国公司在中国——新中国成立70周年，70家70位跨国公司领袖荣誉访谈录》典藏版。瑞士电子有限公司提供高品质和独特的电子制造服务，年产值8.5亿港币，员工2500人，拥有两大生产基地，分别是成立于1991年的瑞德电子（深圳）有限公司和2013年投产的瑞德电子（信丰）有限公司。

瑞士电子有限公司首席执行官吴昌伦先生拥有中国注册会计师资质和英国注册会计师资质，获得了大连理工大学学士学位和英国牛津布鲁克斯大学工商管理硕士学位，1996年加盟瑞士电子有限公司。20多年来，吴昌伦先生先后担任成



瑞德成立40周年庆典

过去相比有所减少，但增加了国产的自动化设备，年总产值反而增加了，人均产值更高了，企业整体效益更好了，技术和生产力都得到提高。我们的生产技术应用非常广泛。中国的生产技术发展非常快，技术应用和转换效率也非常快。2019年瑞德电子（信丰）有限公司的总产值将超过瑞德电子（深圳）有限公司。”

谈到公司的软实力，吴昌伦先生重点介绍了公司的企业文化和团队建设，他说：“软实力方面主要体现在人力资源、团队建设和企业文化方面得到了大家的认可和高度评价。这些年来，我们公司和员工获得所在社区、街道、地方政府、工会、媒体给予了众多奖项，如工人日报给肖宏杰颁发了‘一线劳动工人风采代表’奖章，广东省总工会给公司颁发了‘广东省职工教育培训示范点’奖章，宝安区委授予瑞德党支部‘五四红旗团（总）支部’，深圳市人民政府授予刘月‘深圳市五一劳动奖章’；企业和员工还获得了如宝安区励志团讲师、宝安工匠、百名优秀劳务工、十佳爱心人士、读书之星、最美妈妈、法制企业等奖项。员工的精神状态和精神风貌非常好。正能量是非常强大的生产力。把正能量带到生产车间、带入产品、带入自

动化应用将产生无形的力量。作为出口型企业，2017年瑞德电子（深圳）有限公司获得‘AEO高级认证企业’，2019年瑞德电子（信丰）有限公司获得‘AEO高级认证企业’，进一步提高了企业的核心竞争力。”

谈到竞争优势，吴昌伦先生总结道：“我们享受到中国改革开放的红利。我们体会深刻的是，要到其他国家和地区找寻到替代方案，并不容易。中国制造的整体优势明显，尤其在我国的长三角和珠三角，经过了30—40年的积累和磨合，已形成完备的电子产品供应链闭环，目前无可替代。‘瑞士精密和中国规模’是我们提供给客户的独特EMS服务。把制造服务做好也不是一件容易的事。我们按照欧洲工业4.0智能制造标准，

专注制造、专注应用技术，坚守道德诚信的职业操守，全面保护客户的知识产权。有的客户因价格问题曾离开，因仿冒产品的大量出现，



2018年瑞德跃迁领导力培训

过些日子又回来了。许多客户成为我们的长期战略合作伙伴，与客户共同成功。”

最后，当问到今后的发展规划时，吴昌伦先生透露：“这些年我最满意的事情是以人文本的企业文化让公司与员工形成了企业利益共同体，当危机出现时大家能共同面对、共同奋斗。未来最大的挑战是观念转变的速度。打铁还须自身硬。传统制造业向智能制造转变的观念还不够快，希望转变的速度更快一点。瑞德电子（信丰）有限公司目前正在申报扩建新的厂房，到2021年厂房面积将达到4万平方米，产能扩大一倍。我们将根据欧洲工业4.0、中国制造2025计划，扩大工业自动化的应用规模，提高制造技术的现代化，提升营运管理，拓展研发中心，与客户共同开发，走在时代的前列。将‘瑞士精密和中国规模’持续发扬光大。”



信丰公司成立10周年庆典

On the occasion of the 70th anniversary of the founding of People's Republic of China, to tell Chinese stories and spread Chinese voice well to make China better understood by the world, Economic Daily Press will solemnly launch a large bilingual collector's edition of "Multinationals in China - Honorary Interviews with 70 Leaders of 70 Multinationals upon the 70th Anniversary of the Founding of People's Republic of China". Ryder Industries Ltd. provides high-quality and unique electronic manufacturing services. With an annual output value of 850 million Hong Kong Dollars and a workforce of 2,500 employees, the company has two major production bases, namely Ryder Electronics (Shenzhen) Ltd. established in 1991 and Ryder Electronics (Xinfeng) Ltd. put into operation in 2013.

Mr. Henry Wu, CEO of Ryder Industries Ltd., has the qualifications of Chinese Certified Public Accountant and British Certified Public Accountant. With a bachelor's degree from Dalian University of Technology and a master's degree in business administration from Oxford Brookes University, UK, he joined Ryder Industries Ltd. in 1996. For more than 20



深圳 & 信丰公司跨部门拓展培训（企业文化）

years, Mr. Henry Wu has successively served as cost accountant, financial manager, finance director, chief financial officer and chief executive officer. He is a senior executive who has developed step by step in Ryder Industries Ltd. He led the expansion of Ryder Industries Ltd. in the Chinese market, built three factory buildings and smoothly merged two of Ryder Industries' factories in Shenzhen into one manufacturing base; he also played a key role in exploring, evaluating and establishing a new inland factory, Ryder Electronics (Xinfeng) Ltd.

Mr. Henry Wu told the journalist, "Ryder Industries Ltd. is a wholly-owned enterprise founded in Hong Kong in 1979 by Swiss scientist Eric Winkler. This year marks the 40th anniversary of its establishment. The company's business has developed from design and manufacturing for Saitek brand to electronic OEM design and manufacturing today, which is unique among its kind. The company focuses on CDM (customized design and manufacturing) and JDM (joint design and manufacturing) and provides comprehensive and systematic electronic product



信丰公司外景图

manufacturing services with professional functional teams in sales, marketing, design and manufacturing, and vertical and complete manufacturing capability including molds, plastics, SMT, and finished product assembly. We are the portal for product design and component purchase whenever it is necessary for our customers. At present, we have established three segments strategically, namely, three main lines of business - professional audio, Internet of Things, and major account BOA Group. The company's core values are cooperation and co-prosperity, positive enterprising, high quality and efficiency, moral integrity, team spirit, and excellent employer. Ryder Electronics (Shenzhen) Ltd., which is the headquarters of Ryder Industries Ltd. in China, performs the functions of blanket management, technology research and development, and marketing terminals."

Speaking of the development and achievements in the past five years, Mr. Henry Wu said, "The company has been developing stably in recent years, with the smooth transition of two merged factories and three newly built factories in Shenzhen, and the annual growth rate of the business volume is maintained at double digits. Our major markets remain unchanged, with the US accounting for 60% and Europe for 30% to 40%. Compared with the past, the number of employees has decreased, but more China-made automation equipment is put into use, which has lifted the annual output value, per capita



深圳公司鸟瞰效果图

output value, and the overall benefit of the enterprise, and improved the technology and productivity. Our production technology is widely used. China's production technology is developing fast, the same with its application and conversion efficiency. In 2019, the total output value of Ryder Electronics (Xinfeng) Ltd. will exceed that of Ryder Electronics (Shenzhen) Ltd."

In terms of the company's soft power, Mr. Henry Wu focused on the company's corporate culture and team building, he said, "The soft power is mainly reflected by human resources, team building and recognized and highly-valued corporate culture. Over the years, our company and employees have received numerous awards from their communities, sub-district offices, local governments, trade



信丰生产线

unions, and the media, for example, the Workers' Daily awarded Xiao Hongjie the medal of 'demeanor representative of first-line workers', the Guangdong Federation of Trade Unions awarded the medal of 'Guangdong Provincial Demonstration Spot for Staff Education and Training', the Baoan District Committee awarded Ryder Party Branch as a 'May 4th Red Flag Youth League (General) Branch Office', and the Shenzhen Municipal People's Government awarded Liu Yue 'the May 1st Labor Medal of Shenzhen'; the company and its employees also won awards such as Baoan inspirational group lecturer, Baoan craftsmen, 100 outstanding workers, ten figures of compassion, the star of reading, best mother, and law-ruled enterprise. Our employees are positive, and positive energy is a powerful productivity. An invisible force will be produced if employees bringing positive energy into the production workshop, the product and the automation application. As an export-oriented enterprise, Ryder Electronics (Shenzhen) Ltd. and Ryder Electronics (Xinfeng) Ltd. won the 'AEO Advanced Certification' in 2017 and 2019 respectively, which have further enhanced our core competitiveness.

For competitive advantages, Mr. Henry Wu concluded, "We have enjoyed the dividends of China's reform and opening



产品 -Mixer

up. We are quite aware that finding alternatives in other countries and regions is not easy. Made in China has obvious overall advantages, especially in China's Yangtze River Delta and Pearl River Delta. After 30 to 40 years of accumulation and running-in, a complete closed loop of electronic product supply chain has been formed, which is irreplaceable at present. 'Swiss Precision and Chinese Scale' is a unique EMS service that we provide to our customers. Getting manufacturing

services right is not an easy task. In line with the intelligent manufacturing criteria of European Industry 4.0, we focus on manufacturing and application technology, adhere to the professional conduct of moral good faith, and fully protect the intellectual property rights of our customers. Some customers left because of higher price and returned later due to the prevail of counterfeit products. We have turned many of customers into long-term strategic partners to share the success."

Finally, when asked about the future development plan, Mr. Henry Wu revealed, "It is to my greatest pleasure that the human-oriented corporate culture has brought forth a community of corporate interests composed of the company and its employees. When crises arise, everyone makes an effort. The biggest challenge ahead is the speed at which perceptions change. A good example is the best sermon. The traditional manufacturing concept is not transiting fast enough to intelligent manufacturing, and I hope that the transition will be faster. Ryder Electronics (Xinfeng) Ltd. is currently applying for the expansion of the factory, which will reach 40 thousand



深圳生产线

square meters by 2021 and double its production capacity. We will expand the application scale of industrial automation, foster the modernization of manufacturing technology, enhance operation management, expand the research and development centers, and develop jointly with customers in accordance with the European Industry 4.0 and Made in China 2025 program to get ahead of the times. We will continue to carry forward 'Swiss Precision and Chinese Scale'."