

# Traxit Embracing Opportunities for Great Advancement in China

## 特润丝迎来快速发展机遇

—— An Interview with Mr. Qingwei Liu, General Manager of Traxit (Tianjin) Chemical Co., Ltd.

—— 访特润丝（天津）化学有限公司总经理刘庆伟先生

□本刊记者 陈海燕

德国的制造业闻名全球。撑起德国制造业的中小企业，在很多领域竟都是“隐形冠军”，全球领先。特润丝作为一家有着百年悠久历史的德国企业，自成立以来，一直秉承着生产最优质标准产品的经营理念，现已成为全球知名的拉丝润滑剂制造商，产品销往全球 150 多个国家。为进一步了解特润丝在中国的发展，本刊继 2000 年、2012 年后，适值中华人民共和国成立 70 周年之际，再次回访了特润丝（天津）化学有限公司总经理刘庆伟先生。

特润丝在中国的成功与中国经济的快速发展密不可分。与七年前相比，特润丝公司又取得了骄人的成绩。刘总说：“特润丝做的是非常专业、偏门领域产品，在工业上作用很重要，但用量不多，企业较难做大，然而，中国市场却给特润丝提供了一个‘做大’的机遇。伴随着中国经济的腾飞，中国的汽车行业、高铁发展迅速，道路、桥梁建设体量增大，为特润丝产品提供了广阔的用武之地，在新时期迎来了快速发展的阶段。特润丝的拉丝润滑剂作为一种重要的辅料广泛应用于制造子午线轮胎主要骨架材料之一的钢丝帘线，铁路轨道上的螺栓，高铁上的弹簧、钢丝绳，道路、桥梁里钢筋等各个领域的制造过程中。现在特润丝天津公司年产量达到 3000 多吨，其中 90% 在中国销售，10% 出口澳大利亚、新西兰、东南亚一带。与此同时，德国总公司也得益于中国的巨大市场，每年生产的产品中 20% 出口到中国。为配合中国市场的发展，特润丝 2015 年在浙江湖州建立了新的工厂，投资规模比天津公司大一倍，体现了特润丝对中国经济发展的信心。集团总裁达姆先生对特润丝中国的业绩非常满意，每年都会来中国，向为公司发展做出贡献的中国员工表达感谢。集团非常重视中国市场，将中国作为最主要的战略市场，并辐射于亚太、东南亚、以及东北亚的韩国、日本等。”

科技和经济快速发展的今天，知识产权已成为企业发展的核心竞争力，也是企业市场竞争的有力武器。改革开放的 40 多年里，中国在知识产权的保护和制定知识产权保护的法律和法规方面做了大量



特润丝（天津）化学有限公司总经理刘庆伟先生  
Mr. Qingwei Liu, General Manager of Traxit (Tianjin) Chemical Co., Ltd.

的工作，也取得了卓越的成绩。在采访中我们也了解到，像特润丝这样决心在中国长期发展的企业，特别希望获得政府在知识产权保护领域里更多的帮助，只有政府部门对侵权造成的问题高度重视了，才能维护企业各个方面的利益，以减少因侵害知识产权给企业带来的危害。当然特润丝在发展中也在通过强化知识产权保护以及通过运用法律等手段，来保证产品的质量和企业信誉。

目前，全球环境污染严重，气候变暖，给世界各国提出了严峻的挑战。低碳、新能源、清洁生产、环境保护、可持续发展已成为各国政界、学术界和企业界所关注的议题。具有长远战略眼光的特润丝，是一家非常重视环保安全的企业。但即使如此，在实际工作中还会碰到很多现实的问题。刘总呼吁说：“中国应该考虑怎么才能在法规上跟上时代的步伐，怎样适应新技术发展而使法规做及时的更新，这是一个值得思考和有待解决的问题。国家对环保、安全的要求比较高，对老的企业发展有新的要求，特润丝都以最严格的标准来规范企业的行为。特润丝从属精细化制造业，又是一家德资企业，所以特别注重把欧美最先进的理念引入到中国的企业里来。比如，在欧洲已放弃使用一些传统的原辅材料，以避免对环境和人的健康造成危害。所以应该更努力地学习怎样能够把国外先进的东西吸收和消化。”

中国已连续三年成为德国最大贸易伙伴，也是德国企业最为青睐的投资目的地之一。今年，德国总理默克尔 14 年来第 12 次正式访华，中德合作已达到前所未有的深度和广度。刘总表示：“特润丝于 20 世纪 80 年代就进驻中国市场，1995 年在中国建立第一家企业，我们作为一家德资企业，能够在中国坚持二十多年，并伴随着改革开放的步伐一起发展，正是基于中国和德国之间的良好关系以及中国一直以来稳定发展的大好形势。中国市场给了像特润丝这样的德国中小企业一个发展的机会。现在面临新的形势，企业也要随着变化调整发展战略。我相信，随着‘一带一路’建设的不断推进，和所有的在中国的德资企业一样，特润丝必将迎来新的更大的发展机遇。”



German manufacturing is well-known in the world. Many small and famous enterprises engaged in manufacturing are acting as "hidden champions" in leading technology all over the world. Traxit, a German company with a history of over 100 years, has been adhering to the business philosophy of "producing top-quality products" since its establishment. Now it becomes the world's largest drawing lubricant manufacturer delivering products to over 150 countries across the world. To learn about the development of Traxit in China, *Multinationals in China* interviewed Mr. Qingwei Liu, the General Manager of Traxit (Tianjin) Chemical Co., Ltd. again after the interviews in 2000 and 2012. This year just marks the 70th Anniversary of the founding of the People's Republic of China.

Traxit's success in China is closely related to China's great economic advancement. It marks more impressive achievements than seven years ago. "We just take such professional and non-massified products into our business scope. Despite the great importance for industrial application, our products are used in a relatively small amount, which adds difficulty in our growth. However, we are given "growth" opportunities in the China market. As the development volume runs high in such fields as auto making, high speed rail, road construction and bridge building in the Chinese economic rise, the huge amount of product use enables Traxit to play an important role. We step into a fast development way in the new era. Our drawing lubricants products are widely used as important supplementary materials in many manufacturing applications: steel cords as skeletal materials for radial ply tyre, bolts for rail tracks, springs for high speed rails, steel wire rope, steel bars used for road and bridge, etc. Now Traxit Tianjin's annual output marks over 3000 tons, 90% sold in China and 10% exported to Australia, New Zealand and some Southeast Asia countries. In light of the market potential explored by Traxit Tianjin, our parent company in Germany exports its 20% products to China annually. To promote its development in China, Traxit established a new plant in Huzhou, Zhejiang in 2015, with an investment scale twice as that for the company in Tianjin, which demonstrates its confidence in its development in China. Very satisfied with the performance of Traxit Tianjin, President Dahm visits China for expressing gratitude for the Chinese staffs' contribution every year. The group highly values China as its strategic market,

based on which, it expects to extend the business to the countries in the Asia-Pacific region, like South Korea and Japan," said Liu.

In the new era with fast-developing technology and economy, intellectual property, as core competitiveness of a company, has been regarded as a powerful weapon in the market competition. In the past 40 years of the reform and opening up, China has done extensive work in protection of intellectual properties and formulation of relevant laws and regulations, making outstanding achievements. As learnt in the interview, the enterprises like Traxit that are determined to root in China market particularly desire more the government's aid in intellectual property protection. Only through high stressing on infringement of patents can our interests be protected in all aspects. Certainly, Traxit safeguards its reputation by means of intensifying intellectual property protection and applying laws and regulations.

At present, serious global environmental pollution and warming pose severe challenges to the countries all over the world. Low carbon, new energy, clean production, environmental protection and sustainable development have caught the attentions from the government, academic and business circles of the countries. With a forward-looking strategic perspective, Traxit makes much account of environmental protection and safety. Even so, the company is faced with many issues in the real world. "China should consider how to keep abreast with the times in terms of legislation and how to adapt the new technological development to upgrade laws and regulations. These are worthy of consideration and handling. The country applies the stricter requirements in environmental protection and safety and raises new requirements for old enterprises. For these, Traxit regulates the business behavior with rigorous standards. Traxit, a refine manufacturing company from Germany, particularly lays stress on bringing leading-edge European and American philosophies into Chinese companies. For example, in Europe some traditional raw and auxiliary materials have been discarded to avoid hazards to human and environment. Therefore, we should make more effort to learn how to absorb and use the advanced ideas overseas," added Liu.

China has remained Germany's largest trade partner in the three consecutive years and is one of the investment destination Germany thinks highly of. This year German Chancellor Angela Merkel visited China at the 12th time during her 14-year term of office. China and Germany have tied cooperation with unprecedented depth and range. "Traxit entered China market in the 1980s and established the first company in 1995. It develops with the progress of the reform and opening up spanning over 20 years. Close relationship of China and Germany as well as China's excellent situation gives small and medium-sized German enterprises like Traxit great opportunities. Faced with the new situation, the company will adjust the developmental strategy accordingly. With the advancement of the Belt and Road, Traxit, like all the other China-based German companies, will usher in greater development opportunities," expressed Liu.

# Professionalization Makes High Quality

# 因为专业 所以优质

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十余年的光阴仿佛弹指一挥间。与 12 年前采访时相比，特润丝（天津）化学有限公司在中国已取得了辉煌的发展成就。先进的管理理念、高质的产品、领先的技术、完善的客户服务体系、不断创新的技术团队，奠定了特润丝在行业中的领先地位。作为 10 年后的回访，坦诚、儒雅的总经理刘庆伟先生向我们介绍了特润丝 10 年来的发展历程以及未来的发展计划。

亲历并见证了特润丝 10 年发展的刘总，深有感触地回顾道：“这 10 年来我们变化确实很大。当初采访时，我们刚刚走过一条比较崎岖的路，正处于从合资到独资转型的困难时期，是开始慢慢起步的阶段。从那时起直到现在，公司每年都以 20% 到 30% 的速度发展。虽然 2008 年爆发了金融危机，但对中国影响不大，我们也积极采取了应对措施。还有去年下半年虽然受到国家调控和欧债危机的影响，但总体还是不断向前发展的。10 年来，公司规模从最初 300 多吨到现在 3500 多吨，产量翻了 10 倍，位居亚洲第一。拉丝润滑剂是一个非常专业的领域，我们总公司是国际上最大的生产干式拉丝润滑剂的公司之一，最多也就做到 1 万多吨的年产量。我们天津公司生产的产品约有 80% 销在国内，还帮助德国公司将 20% 的产品销到中国市场。我们是专业的企业供货商，高端市场占有率非常高，特别在天津经历了快速发展的 10 年，中国市场在整个集团的销售比重不断增加。现在仅从数量上讲，中



总经理刘庆伟先生 General Manager Mr. Qingwei Liu

国市场已经位于集团销售第一位。随着中国拉丝工业不断发展，对拉丝润滑剂的需求会继续提高，高端产品也会越来越多，全世界大客户都到中国来发展，特润丝的市场前景会更加广阔。总部对中国市场更加有信心了。我们已经计划，今后在中国还要继续加大投资。”

优质的产品和优异的服务是特润丝长期拥有客户的根本原因。刘总自豪地说：“公司总产值虽小，但是人均产值并不小，创造的



德国总部 HQ in Germany

价值、利润、税收都不错。我们经过 10 年的发展，企业要站住脚，最重要的是产品质量。我们的产品是工业消耗品，想赢得长期的客户，还是要靠产品质量，这点最关键。中国 10 年发展最快的是汽车行业，和我们关系比较大的是轮胎工业，轮胎子午线和钢帘线 10 年来发展非常快。我们是随着国内外客户 10 年来的快速发展而发展。在焊丝领域，10 年前，中国二氧化碳气体保护焊丝还是起步阶段，全国没有几家，现在中国二氧化碳气体保护焊丝的产量已居行业领先地位。道路桥梁和建筑用的预应力钢丝产量现在已居行业领先地位。造船工业用的药性焊丝在中国占有率也很高。硅晶片的发展已居行业领先地位。这些领域都需要我们提供润滑产品。”随着高端客户的不断发展，特润丝产品数量也在不断增加。与客户同步发展是特润丝发展战略中非常重要的一环。

面对不断变化的市场，企业必须具有不断进取的创新理念。创新是企业前进的动力。高速度的创新和面向市场的产品开发是特润丝竞争优势之所在。刘总强调说：“科研开发要面向市场，产品技术要注重不断创新，使产品适合中国市场需要。当初有一段时间我们是将德国产品直接拿过来，但不符合中国情况，经过分析，认为还是要根据中国市场开发出适合的产品。从这以后公司就开始稳步发展，每年都有新增长，每年都在不断地进步。作为外资企业，要在中国发展，必须要本地化，和当地人文环境结合起来，要符合当地和客户的需求。德国和中国文化差异很大，慢慢拉近两国的文化差异是我们需要做的一项重要工作。我 10 多年来所做的工作就是把德国总部想要做的事情转化为在中国可行的方案。”

当一些企业还在以利润产值来衡量公司成败的时候，特润丝就以行业领军者的姿态履行企业的社会责任。10 多年来一直重视环境保护和创造人性化的工作条件，不断改进操作功能，改善劳动条件，在环境保护方面投入相当于 10 年前 10 倍的资金，达到欧洲环保的高标准要求，将生产过程中产生的粉尘降到最低点。

特润丝对自己销售的产品也有非常高的要求，这不仅表现在其产品的制造和检验严格遵循 ISO9000 的质量保证体系，更重要的是集团要求所属公司全部的产品必须是符合欧盟的环保和健康要求，即使企业所在的国家没有相应的规定。比如欧盟从两年前就开始把硼砂定为有毒产品，把产品的容许含量规定在一个非常小的范围里，虽然我们国家还没有制定出类似的规定，但是特润丝还是身先士卒，率先研发出符合要求的产品，并不遗余力地向市场推广。虽然这样做要投入巨大的研发和推广费用，从经济角度没有任何效益，但是作为一个有责任感的公司，为社会为地球做一些力所能及的事，承担起应有的责任，特润丝毫不含糊。通过近两年的努力，特润丝的工作也逐渐被客户接受并得到赞赏。

特润丝成功的管理和运营极大地坚定了总部对中国市场继续投资的决心。谈到未来的发展，刘总充满了信心，他说：“我们正在研究进一步扩大在中国投资的可能性，已经进行了两年的市场研究，对投资的可行性，投资的地区，投资的规模等进行了系统研究。其实，当我们做到 3000 吨产量的时候就在考虑下一步了。我们虽然进展相对慢一点，但是每做一件事情只有经过充分的调查研究，才会最后做出正确的决定。今后 3 到 5 年，如果市场需求持续旺盛，公司做新的项目的可能性比较大，因为我们现在包括德国总部都是供不应求，在这种情况下，公司极有可能进一步加大投资。同时，我们还考虑，对离中国比较近的一些国家和地区我们有直接供货的可能性。”特润丝必将开拓更大的发展空间。

优秀的领导人是企业的灵魂，他必须具备前瞻性的战略眼光。10 年前，刘总从总部带着雄心壮志来到中国，着眼于长远发展，亲自带领特润丝团队使天津工厂拔地而起，并一步步从创业到稳步发展，以一个企业家应有的战略思维和商业智慧制订并实施了一条成功的发展路线。现在我们看到，特润丝在通向更高目标的道路上又迈出了坚定的步伐。



天津工厂 Tianjin factory

It seems that more than ten years have just flown away instantly. Compared with the interview 12 years ago, Traxit (Tianjin) Chemical Co., Ltd has already achieved splendid achievements in China. Traxit is equipped with the advanced management philosophy, the perfect customer service system, high-quality products, the state-of-the-art techniques and a continuously innovative technical team, which help to establish its leading position in its industry. For a return-interview 10 years later, quite frank and scholar-refined Mr. Qingwei Liu introduces Traxit's development path during the past 10 years and its future development plans.

Having experienced and witnessed Traxit's growth during the past 10 years, Liu, the general manager looks back with deep emotion, "We have indeed changed a lot since 10 years before. We have just walked on a rather winding road and are in a quite rough period of transition from the joint investment to the wholly-owned investment when I accepted the original interview. That is to say, we were in our infancy time then. Since then, our company has grown at the annual speed of 20% to 30%. Although the financial crisis exploded in 2008, it had little effect on China and we also positively took responding measures. In addition, though affected by the policy of regulation and control in China and the debt crisis in Europe, our company still grows continually and overally. The scale of our company rises from more than 300t to over 3500t during the past 10 years, and the output has increased by 10 times which is the first in Asia. The wire drawing lubricant is quite a professional field. Our corporation is one of the greatest companies producing the dry-type wire drawing lubricant and the annual output can add up to over 10,000t at most. About 80% products produced in Tianjin company are sold domestically and Tianjin company also helps the German company sell its 20% products to China market. Our company is the professional enterprise supplier and the high-end market share is very high. In particular, we have experienced 10-year high-speed growth in Tianjin, so the sale proportion of China market continuously increases in the whole group. At present, just considering the amount, the

sale of China market has already been the first in the group's sale." With the progressive development of the wire drawing industry in China, the demand for the wire drawing industry will increase continually and there will be also more and more high-end products. Major clients all over the world will come to China and the market prospect of Traxit will become wider. The headquarter becomes more confident to China market. We've already planned to increase the investment in China.

High-quality products and the excellent service are the essential cause for Traxit to keep clients for a long time. Liu says proudly, "Though the total output is little, the output value per capita is not little. The value, profit and tax revenue created are good. Having experienced 10-year growth, we believe what is the most important for a company to survive is its product's quality. Our products are industrial consumables. The key to keeping long-term clients relies on the product's quality. The automotive industry develops with the fastest pace in the last 10 years in China, and the tire industry has more relation with us. The tire meridian and the steel cord has developed very fast during the past 10 years. We has developed with the rapid development of clients at home and abroad during 10 years. Ten years ago, carbon dioxide gas shielded welding wire in China was still in its infancy in welding wire field and there were only several companies domestically. Nowadays, the output of carbon dioxide gas shielded welding wire in China has occupied the first position all over the world. The output of prestressed steel wire used in roads, bridges and constructing fields is also the first in the world. The occupancy of potency wire used in the ship-building industry is also very high in China. The development of silicon chips has already been the first in the world. All these fields require us to provide lubrication products. With the progressive development of high-end clients, the product quantity of Traxit also increases constantly. Keeping synchronous development with clients is a very important procedure in Traxit's development strategy."

Facing the ever-changing market, the company has to be equipped with the concept of continuously aggressive innovation.

Innovation is the dynamic for the company's development. High-speed innovation and market-oriented product development are competitive advantages for Traxit. Manager Liu emphasizes, "Scientific research development should be oriented to market and product technology should focus on continuous innovation to make products to meet requirements of China market requirement. At one time, we directly took Germany products for a while, but we found that it didn't conform to Chinese condition. Through analyzing, we consider that it is better to develop appropriate products according to China market. After that, our company starts to develop with steady pace. There are new growth and continuous advancement every year. In order to achieve development in China, it is necessary for foreign-funded enterprises to be localized, to combine with the local human environment and to meet the demands of local people and clients. There are great differences in culture between Germany and China. To slowly zoom in the cultural differences between these two countries is an important project for us to achieve. My job in the past 10 years is to translate what the Germany Group wants to do into feasible programs in China."

When some companies still judge the success or failure by the profit value, Traxit has already performed its social duty as the industry leader. Over the past 10 years, Traxit always attaches importance to protecting environment and creating humanized working condition. We constantly update the operating function, improve working condition and invest funds more than 10 times of the funds 10 years ago in environment-protection field. We have already reached the high-standard requirements of Europe environment and bottomed out the dust generated in the productive process.

Besides, Traxit has high requirements for its own products, which can be seen from its products-manufacturing and its strict conformation to ISO9000. What is more important is that the group requires all products affiliated to its company to live up to the environment-protection and health demand of EU despite the issue that there is no corresponding requirement in different company's locations. For example, EU classified borax into toxic

product 2 years ago and they set the allowing contents of borax to a quite small scale. Though China has not carried out similar specifications, Traxit still led to research satisfactory products and spared no efforts to promote products to market. It is true that great research and promotion fees need investing and there is no benefit economically speaking. However, as a company with great responsibilities, Traxit would like to undertake its duty to contribute what we can do to the society and the earth. Through our efforts of almost two years, Traxit's work is gradually accepted and appreciated by clients.

The successful management and operation of Traxit make the group more confident to continue to invest in China market. Speaking of the forthcoming development, Manager Liu is quite confident. He says, "We are discussing the possibility for further investment in China. We have already conducted 2-year market study, and we have proceeded the systematic study as for the investment feasibility, area and scale. Actually, we've already pondered the next move when the output achieved at 3000t. Although our progress is relatively slow, we believe that right decisions derives from sufficient investigations and enough research. If the market demand is constantly vigorous in the next 3 to 5 years, there will be more possibilities to perform new projects for we including Germany Headquarters are in the state of scarcity. The company will probably increase its investments under this condition. At the same time, it is probable for us to directly supply products to some countries and areas near to China. Traxit will surely explore greater developmental spaces."

Excellent leaders are souls for a company and the leaders have to be equipped with prospective strategic vision. Ten years ago, Manager Liu came back to China with great ambitions. He laid his eyes on further development and personally led his team to build Tianjin factory. From the pioneering work to the steady development, he drew up and carried out a successful growth path making use of his strategic thinking and business intelligence that an entrepreneur should be equipped with. At present, we can see that Traxit has stepped out its sound paces on the way to higher goals.



# TRAXIT<sup>®</sup> A Small Enterprise With Significant Achievements

## 小角色也有大作为

— An interview with Mr. Liu Qingwei, general manager of Traxit (Tianjin) Chemical Co., Ltd.

— 访特润丝（天津）化学有限公司总经理刘庆伟先生

**改** 革开放政策不但使中国人走出国门，看到了外面精彩的世界，同时也引进了不少外资企业进入中国，参与中国的经济建设。特润丝（天津）化学有限公司（以下简称特润丝）的发展之路告诉我们，国外中小型企业进入中国市场同样具有广阔的发展前景。就此，我们采访了公司总经理刘庆伟先生。

刘总早在 90 年代初就留学德国，毕业后进入德国奥古斯特·纽霍夫公司工作。该公司虽然属于中小型企业，但却是世界上最大的拉丝润滑油专业生产企业之一，有着一百多年的悠久历史，早在 1994 年就通过了 ISO9001 质量体系认证。

产品畅销世界 80 多个国家，年产量 6、7 千吨，销售额以每年 10%—15% 的速度递增。那时中国的现代化建设事业正如火如荼，国内市场对拉丝润滑油的需求量很大，尤其是一些高质量的产品。为了开拓中国这个巨大的市场，1995 年奥古斯特·纽霍夫公司在华成立了合资企业，全面引进德国公司的设备、产品配方、生产工艺和管理经验生产拉丝润滑油。然而由于事前合资双方缺乏足够的了解、东西方文化的差异造成思维方式的不同以及先进的和落后的管理模式之间的矛盾等诸多原因，公司成立后一度处于亏损状态，给投资双方造成了很大的损失。后经过多方协商，1999 年特润丝成为德国奥古斯特·纽霍夫公司在华的独资企业。转型后的公司在刘总的领导下，改变原有的经营方式，采取新措施，逐渐扭亏为盈。首先，公司按德国总公司的模式建立了一整套管理制度，完善公司运作体系，然后针对市场要求研制开发出一系列适合中国客户需要贴近国内价格水准的拉丝润滑油。产品在满足国内市场的同时，还在总公司的帮助下打入了东南亚、澳大利亚等国际市场。其次，德国总部的专家来津对公司员工进行全面培训，使得产品的设计、开发、生产均严格按照总公司要求进行，确保质量。经过公司上下一致努力，特润丝于 99 年底通过了挪威船级社的 ISO9001 认证。

特润丝在创业伊始走过了一段崎岖之路，刘总对此深有感触。



总经理刘庆伟先生  
General Manager Mr. Liu Qingwei.

他说道，企业投资之初一定要做好产品需求、市场前景等项目的调研工作，为公司早日步入正轨打好基础。选择中国合作伙伴，或者说中国合作伙伴以怎样的心态与外国伙伴合作是企业成功的关键。其实很多象奥古斯特·纽霍夫这样的外国中小型企业非常希望进入中国这个广阔的市场，他们在各自的领域里具有丰富的经验，产品独树一帜，一旦引入会对中国的经济发展起到很好的补充作用，带动中小型企业的发展，就象特润丝生产的拉丝润滑油一样，产品虽小，但对拉丝工业所起的作用却非常大。小角色也能有大作为，但由于这些中小企业缺乏对中国的了解而一直处于观望

状态。政府应对此加大宣传力度，鼓励他们来华投资，而且向他们提供中国的实情，实实在在地解决一些具体问题是对引进国外中小型企业最大的帮助。

特润丝是国外中小型企业在华投资的一个成功典范。随着中国改革开放事业的不断深入，投资环境不断完善，我们坚信，必定会有更多的外资中小型企业进入中国，特润丝也会在刘总的领导下创造出更加辉煌的成绩。

德国总部  
German headquarters.



China's open door program encourages Chinese people to go outside and see the wonderful world, and foreign investors to come to China and participate in China's economic construction. Traxit (Tianjin) Chemical Co., Ltd. (hereinafter referred to as Traxit) is an enterprise funded by a foreign small or medium-sized company. Its development story proves that foreign small and medium-sized companies do have development opportunities in China, just like large foreign corporations. Recently, we interviewed Mr. Liu Qingwei, general manager of Traxit (Tianjin) Chemical Co., Ltd.

Mr. Liu went to Germany in the early 1990s for further learning, and after graduation he joined August Neuhoff Corporation, which is a small or medium-sized company, but one of the largest producer of wire drawing lubricants in the world with a history of over 100 years. As early as in 1994 the company was awarded ISO9001



international quality system certification, and its products are distributed in more than 80 countries worldwide. Its annual production capacity reaches 6 or 7 thousand tons with sales revenue increasing by 10-15% per year. When China's economic construction is in full wing, and the demand for high quality lubricants in Chinese market soared day by day, August Neuhoff Corporation entered China in 1995 and funded a joint venture. Unfortunately, due to the lack of understanding between the two parties, the difference between two cultures and two management modes, the joint venture suffered a loss. Then the joint venture was transformed into a solely foreign-funded company in 1999. Under the leadership of Mr. Liu, the transformed company turns losses into profits with new management mode and regulations. First, a complete management system has been established in the company in accordance with its headquarters, and a range of products with



rational prices have been developed and produced. With the support of the headquarters, these products spread in Southeast Asia and Australia. Second, experts from Germany-based headquarters come to China and train the employees, so that product design, development and production are in line with the requirements of its parent company. With the joint effort of all employees, Traxit won ISO9001 international quality system certification from DNV in the late 1999.

Traxit has experienced ups and downs since its establishment. Mr.



坐落在天津东丽经济开发区的特润丝（天津）化学有限公司  
Traxit (Tianjin) Chemical Co., Ltd. located in Tianjin Dongli Economic Development Zone.

Liu was greatly impressed by this. He said, a careful research on market demand before an investment is made will prepare a solid foundation for the development of the joint company. Selecting Chinese partner, or Chinese partner's attitude towards its foreign partner, plays a key role in the success of the joint venture. In fact, many foreign small and medium-sized companies like August Neuhoff hope to enter Chinese market; they have very rich experiences in their fields, and their products are very unique. Once they enter Chinese market, their experiences and products will complement Chinese economy a lot. However, they don't know Chinese market very well, and they are still waiting for opportunities. Chinese government should strengthen publicity of China's real situations and policies, so as to encourage them to make investment in China. This will be really helpful for them to make right decisions.

Traxit is a set example of success in China. With the further development of China's open door program, China's investment environment will surely be further improved. We believe that more and more small and medium-sized foreign companies will enter China, and Traxit (Tianjin) Chemical Co., Ltd., under the leadership of Mr. Liu Qingwei, will surely make more significant success in China.



工厂一瞥 A glimpse of the plant.