

# Walk on an Innovation-driven Environmental Way

## 创新驱动走绿色环保之路

—— An Interview with Mr. Song Chunqi, General Manager of Vermeer China

—— 访威猛中国区总经理宋春启先生

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随着改革开放的深入，中国步入了经济持续增长、科技加速发展的新阶段。众多优秀的跨国公司已经扎根中国，全球领先的农机、环保机械和工程机械制造商——美国威猛公司（Vermeer）便是一个具有代表性的公司。成立于1948年的美国威猛公司，有着高瞻远瞩的发展战略眼光，是最早把非开挖产品引入中国的外国公司。2005年，面向中国巨大的市场，公司审时度势，投资成立威猛中国公司。2014年，为满足业务发展需要，威猛中国迁址天津武清京滨工业园区，成立天津威猛机械制造有限公司。厂房面积1.2万平方米，办公面积1200平方米，主要生产非开挖



水平定向钻，环保设备，农机设备以及矿山机械，作为非开挖水平定向钻机领域的领军企业，威猛公司为非开挖技术这种环保而经济的施工手段在中国的推广和发展做出了重要贡献。探究威猛在中国的成功秘诀，研究其不断创新的经营策略，对于中外企业如何在中国提高核心竞争力、实现可持续发展具有一定的借鉴意义。为此，记者采访了威猛中国区总经理宋春启先生。

近年来，环境问题日渐突出，无论政府、企业还是普通民众，都对环境保护越来越重视。因此如何节能减排，建设环境友好型社会，就成了最值得关注的课题。推行节能减排、应对全球气候变暖，实现可持续发展，已成为当代企业的发展方向。威猛作为高效节能和环境保护的倡导者，一直关注节能减排，注重企业的社会责任。据了解，威猛研制的高效环保节能的露天采矿机械地平王，不仅符合中国低碳、绿色、安全、环保要求，而且其精细开采对地面冲击和震动小，可使开采区域最大化，提高资源回采率，降低爆破和穿孔等传

统方式开采所带来的风险。随着国内环保事业的发展，在园林及环保领域，在绿色废弃物、农林废弃物的回收及利用领域，新能源应用、畜禽粪便处理和土壤修复等领域都能看到威猛产品的身影。作为专业农机环保产品生产商，威猛具有代表性的大型圆捆打包机和粉碎机，是经过长期实践得到广泛认可的两款高效可靠的产品。宋总介绍说：“传统老式铺设电缆，会影响城市的交通顺畅，湖泊和建筑物等的阻力影响大，而威猛的技术不需要挖沟，可以直接从地下将电缆拉出来。威猛的打捆机可以将原来农民烧掉的秸秆有效回收利用，变为一种清洁环保燃料，农民还可以废物再利用将秸秆卖给电厂来增加收入，运到发电厂的秸秆再用我们的粉碎机粉碎，使其得以充分燃烧发电，

和核心的技术是仿造不了的。”



这是一整套资源的循环利用。通过打捆机收上来的秸秆，也可以作为奶牛和肉牛的饲料，把秸秆充分利用起来。”

威猛卓越的产品品质是占领市场的根本，完善的售后服务是产品质量的延伸，有效的市场策略是品质转化为竞争优势的必要保证。目前，各大电力集团，农业装备公司，省市园林，燃气、电力、供排水等市政建设单位都有威猛

的产品，很多农业合作社和农户也是威猛的忠实用户，同时威猛与许多大型企业建立了长期的合作伙伴关系。

产品有周期，企业有兴衰，唯有过硬的品牌口碑才是市场经济中真正意义的通行证。威猛秉承着不断创新和发展的优良传统，对技术和品质精益求精，以技术领先行业，以技术赢得市场，努力为客户创造高附加值。宋总非常自信地说：“威猛的核心竞争力就是创新和质量，公司有数千项专利技术，我们是圆捆打捆机的发明者。创新是永无止境的，美国总部非常重视产品的创新，不断地推出新技术和新产品，使得产品更专业化，效率更高效。威猛中国设有研发部，并有总部派来常驻的专家，针对中国市场不断开发出更适合中国市场需求的产品。所谓创新，就是要在维持高品质的同时，极大提高产品性价比。尤其威猛的打捆机和粉碎机这类设备，可靠性和效率就是生命，我们的打捆机具备24小时不间断的高负荷运转能力，威猛的工艺、材质



威猛所倡导的4P文化——诚信原则、尊重人才、产品创新、盈利能力，对公司的健康发展和长盛不衰起到重要的作用。人才是威猛公司最宝贵的财富，训练有素、技术卓越的员工队伍是企业生存发展之本。有效利用本地人才资源，培养一流的人才队伍，是威猛在中国人才发展策略的重要内容。公司文化中非常重要的一条就是重视人才，关心员工，为员工提高福利待遇，为员工提供广阔的发展平台，让他们有美好的职业远景。员工的积极性对企业的发展是非常重要的。”

在国际工业4.0的大背景下，中国正在大力推进的“中国制造2025”战略推动着中国制造业前行。随着“中国制造2025”概念的提出，中国工业制造领域将发生深刻变革。威猛公司也正在新的形势下考虑怎样进一步提升公司能力，制订新的5年发展规划。作为威猛中国区的掌门人，宋总已为威猛在中国市场绘制好蓝图，他表示：“中国是世界最大的发展中国家，在环保和基础领域有着巨大的发展空间。威猛将长期致力于发展中国市场，为中国客户提供先进的设备。现在公司的发展正好顺应了国家节能、环保的大方向，产品和政策相吻合，所以总部对中国的投入在逐步加大。威猛农机连续4年获得北美最佳供应商称号，大型圆捆打包机应用在中国秸秆收储市场保持多年第一，是世界上极少数能够提供秸秆综合利用从田间到终端工艺前的整套解决方案的公司。威猛今后还会有更多的产品进入中国，并进一步研发新产品，为国内相关行业提供最好的设备，这是我们的一个目标。现在任何一个市场都是竞争的市场，我们的策略是通过创新，不断满足消费者的需要，不断提高生产率和提升产品质量。这是我们今后的工作重点。”





With the deepening of reform and opening up, China now steps into a new stage with sustainable economic growth and increasingly-developed technologies. A large number of preeminent multinationals have already rooted in this country, among which US-based firm Vermeer is a typical one. Vermeer was established in 1948, and introduced trenchless products into China at the earliest with its far-seeing strategic vision. In 2005, facing the huge market in China, Vermeer seized the chance to set up Vermeer China. In 2014, Vermeer China moved its facilities to Jingbin Industrial Park, Wuqing District, Tianjin and set up Tianjin Vermeer Manufacturing Co., Ltd. to meet its business development needs. With 12,000 square meters of factory and 1,200 square meters of office, the new facility is mainly used to produce horizontal direction drills, environmental equipment, agricultural equipment and special excavation machines. As the leading enterprise in horizontal direction drill sector, Vermeer has made significant contributions to the promotion and development of this environmentally-friendly, cost-effective tool. It can be of certain reference



significances for both Chinese and foreign enterprises to explore the keys to Vermeer's success in China and study its continually-innovative business strategies. Mr. Song Chunqi, the General Manager of Vermeer China, shares his insights in this issue.

In recent years, environmental problems have become increasingly highlighted, no matter government, enterprises or the public have attached increasing importance onto environmental protection. So, how to save energy, reduce emission and build up environmentally-friendly society become the most concerned issues. Promoting energy conservation and emission reduction, responding to global climate warming and realizing sustainable development are the development tendencies for the modern enterprises. As an advocator for high-efficient energy conservation and environmental protection, Vermeer always pays attention to energy conservation and emission reduction, focusing on corporate social responsibilities. Vermeer's high-efficient, environmentally-friendly and energy-

efficient mechanical terrain leveler (for open pit mining) meets the low-carbon, green, safety and environmental requirements in China, as well as its delicate mining features little impact and vibration on the ground, maximizing the mining area to increase the resource recovery ratio and minimizing the risks arising from the traditional modes like blasting and perforation. With the development of the domestic environmental undertakings, Vermeer products can be found in various fields, such as gardening, environmental protection, green waste/forestry and agricultural waste recycling and utilization, new energy application, animal manure treatment and soil remediation. As a professional agricultural equipment producer, Vermeer produces typical large-size bale wrappers and bale processors, which are widely recognized for a long run. Song says, "The conventional cable laying will impact the traffic condition in downtown, and might be blocked by lakes and buildings, but Vermeer technologies need no trenching at all, and all the cables can be directly laid underground. Vermeer bale wrappers are able to effectively recycle the straws to be a clean and environmentally-friendly fuel. The straws used to be burned away by farmers every year, but now they can be baled to sell to the power plants to add farmers' revenue; upon their arrival at the power plant, the baled straws are processed by bale processors to make them be sufficiently combusted to generate power, which is a complete set of resources recycling. Moreover, the baled straws also can be used as feedstuff for dairy cattle and beef cattle, making full uses."

Vermeer's superior product quality is the foundation to occupy the market, sound after-sales service is the extension of the product quality, and effective marketing strategy is the necessary insurance for quality transforming into competitive advantage. Now, Vermeer products are used by various power groups, agricultural equipment companies, provincial and municipal gardening bureaus, and gas/power/water municipal utilities organizations; a large number of agricultural cooperatives and farmers are loyal Vermeer users; moreover, Vermeer has set up long-



term partnership with large-size companies.

All products or enterprises have their own life, but only brand is a true pass in the market economy. With its continuous innovation and development tradition, Vermeer keeps keen on technology and quality, to lead the industry with technology and to win the market with quality, striving to create high added values for clients. Song says confidently: "Vermeer's core competitiveness is innovation and quality. The company has thousands of patented technologies, and we are the inventor of bale wrappers. Innovation is endless. Our headquarters makes much account of product innovation, and continually launches novel technologies and new products, making products more professional and efficient. Vermeer China has set up its own R&D department, where the resident experts from the headquarters develop products more suitable for the needs arising from the China market. The so-called innovation is to maximize the product's cost-effectiveness while maintaining high quality. Especially, for Vermeer bale wrappers and bale



processors, reliability and efficiency are their lives. Our bale wrapper is known for 24h uninterrupted high-load running capability, and Vermeer's process, material and core technologies cannot be imitated by anyone else."

In the 21st century, corporate culture is an important component for market competition. A good company is definitely equipped with good social responsibility, being responsible for the society, employees and clients. Song is a far-sighted, sagacious, kindly and conversable man, with rich business management experience. He says nothing but the corporate

culture attracts him to join Vermeer. He believes, "4P culture (principles, people, products and profit) advocated by Vermeer plays a key role for the company's healthy development and long-term survival. Talent is the most precious wealth for Vermeer. Well-trained, well-skilled employees are the basis for its survival and development. The effective use of the local human resources

and cultivation of first-class talents are the important parts of Vermeer's talent development strategy in China. In Vermeer's corporate culture, one of important rules is to appreciate talent, care about employees and increase employee's benefits. We provide them extensive development platforms, and make them have a good career perspective. The enthusiasm of employees is essential to the corporate development."

The great background of Industry 4.0 and "Made in China 2025" strategy drives the Chinese manufacturing industry to move forward. With the proposing of "Made in China 2025" concept, the Chinese industrial manufacturing field will be transformed profoundly. Under the new situation, Vermeer is considering how to further improve its corporate capability, and establish its new 5-year development plan. As the head of Vermeer China, Song has already drawn the blueprint for Vermeer in the China market. He says: "China now is the largest developing country in the world, presenting huge development in the environmental protection and infrastructure fields. Vermeer will be devoted to developing China market for a long run, providing state-of-the-art equipment for Chinese customers. Now, the company's development exactly conforms to the nation's great direction of energy conservation and environmental protection, and its products is closely matched with the national policies, so the headquarters gradually increases its investment in China. For 4 consecutive years, Vermeer has been ratified as the best supplier in North America, and over the years, Vermeer bale

wrapper has maintained the top position in the Chinese straw harvest and storage market. Moreover, the company is one of few straw complete solution providers in the world, covering from farmland to terminal process. In the future, Vermeer will further develop novel products to provide the best equipment to the relevant industries in China, which is one of our objectives. At present, all the markets are competitive markets, and our strategy is to continually meet the consumer needs, continually improve productivity and product quality via innovation, which is our focus in the future."