

中国经济信息 特刊

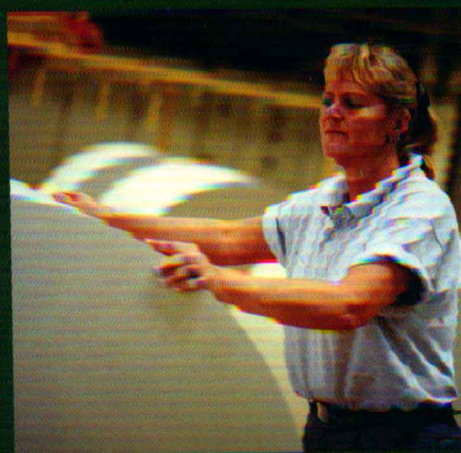
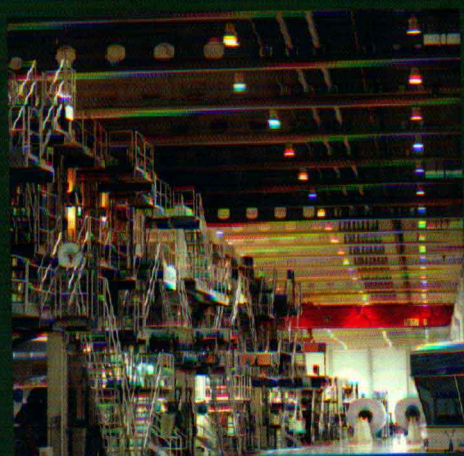
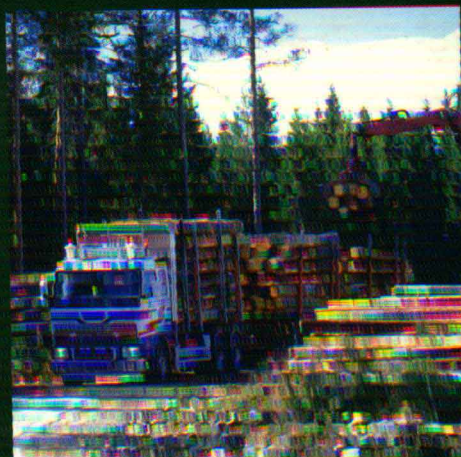
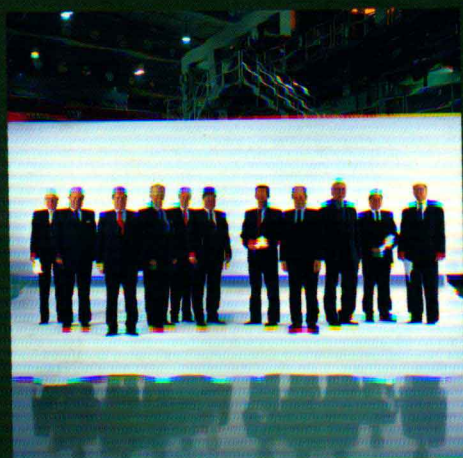
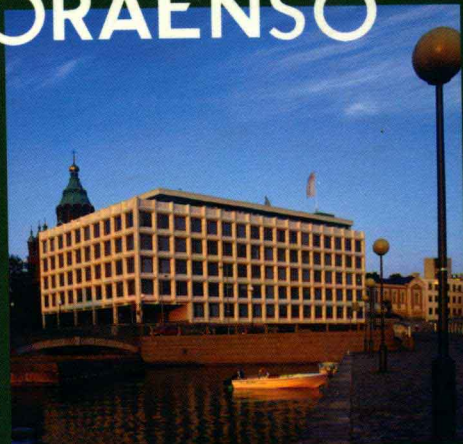
China Economic Information SPECIAL REPORT



跨国公司在中国

MULTINATIONALS IN CHINA

STORAENSO



经济日报《中国经济信息》杂志社
Economic Daily China Economic Information Press

跨国公司在中国 MULTINATIONALS IN CHINA

卷首语

中国加入世界贸易组织以后,我国根据国际资本流动的新特点,抓住机遇,进一步改善投资环境,积极扩大利用外资领域,提高利用外资质量,并把吸收外资与国内产业结构调整,国有企业改组改造,同西部大开发结合起来,把引进外资工作提高到了一个新水平,2002年使中国首次成为吸引外资最多的国家。

进入2003年,尽管遇到突如其来的SARS冲击,但外商对中国投资信心未受疫情影响。1-6月份,中国新批设立外商投资企业18877家,比去年同期增长22.30%;合同外资金额509.58亿美元,同比增长40.25%;实际使用外资金额302.55亿美元,同比增长34.33%。截止2003年6月底,全国累计批准设立外商投资企业443073家,合同外资金额8790.17亿美元,实际使用外资金额4782.21亿美元。

在当前世界经济不景气、国际投资大幅减少的情况下,中国缘何成为外商投资的热选地?分析其原因,主要有五个方面。一是中国自身经济的发展使外商看好中国市场;二是中国投资环境的改善为外商提供了可持续发展的条件;三是中国吸收外资已进入一个成熟、稳定的发展期;四是中国绿地投资方式占有比较大的优势;五是加入世界贸易组织的效应显现。

国家统计局最近公布,2003年上半年国内生产总值完成50053亿元,按可比价格计算,同比增长8.2%。事实证明,经过SARS冲击的中国,仍然是全世界最具吸引力的投资目的地之一,并为全球经济提供活力。这正是:“风景这边独好”。

PREFACE

After joining WTO, China has been leveraging opportunities to further improve its investment environment, aggressively expand areas in which foreigners can invest and increase the effectiveness of the use of foreign investment based on new features of international capital flows. Furthermore, it has combined the introduction of foreign investment with domestic industrial restructuring, state-owned enterprise reorganizing and the West Development, thereby boosting the introduction of foreign investment. For the first time in history, China became the No.1 country in terms of the amount of introduced foreign capital in 2002.

Despite a sudden impact from SARS in 2003, foreign businesses are immune from the disease in terms of their confidence in investing in China. Up to 18,877 foreign-invested businesses were set up with the approval from associated Chinese authorities in January-June, rising 22.30% year over year; the amount of contractual foreign capital reached USD50.958 billion, up 40.25% year over year; the amount of actually used foreign capital reached USD30.255 billion, up 34.33% year over year. By the end of June 2003, the cumulative total number of foreign-invested businesses set up with the approval from associated Chinese authorities reached 443,073 across China, where the amount of contractual foreign capital was up to USD879.071 billion and the amount of actually used foreign capital up to USD478.221 billion.

Against a backdrop of global economic depression and slumping international investment, why has China become a popular destination for foreign investors? There are five major reasons. Firstly, the economic growth in China has made foreign investors be bullish on the prospects of China market; secondly, an improved investment environment in China has provided foreign investors with conditions for sustainable growth; thirdly, China has been in a mature and stable growth stage of foreign investment introduction; fourthly, China has great advantages in terms of greenfield investment; fifthly, the effects of WTO membership have emerged.

National Bureau of Statistics of China recently announced that the GDP reached RMB5,005.30 billion in the first half of 2003, up 8.2% year over year according to comparable prices. It has turned out that China remains one of the most attractive destinations of investment around the world and is providing the global economy with energy despite the impact from SARS. As a Chinese verse goes, "the landscape here is beyond compare."

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刊 号: ISSN1003-5974
CN11-1240/F

增 刊 号: (2003)京新出报刊增准字第386号
国内发行代号: 82-43
国外发行代号: SM1236
广告经营许可证: 京东工商广字0051

Rexroth
Bosch Group

Win Out Through Management Innovation

管理创新的赢家

——An Interview With Dr. Mo Zhong, Vice President of Bosch Rexroth (China) Co., Ltd. and General Manager of Bosch Rexroth (Beijing) Hydraulic Co., Ltd.

——访博世力士乐（中国）有限公司副总裁、博世力士乐（北京）液压有限公司总经理 钟默博士

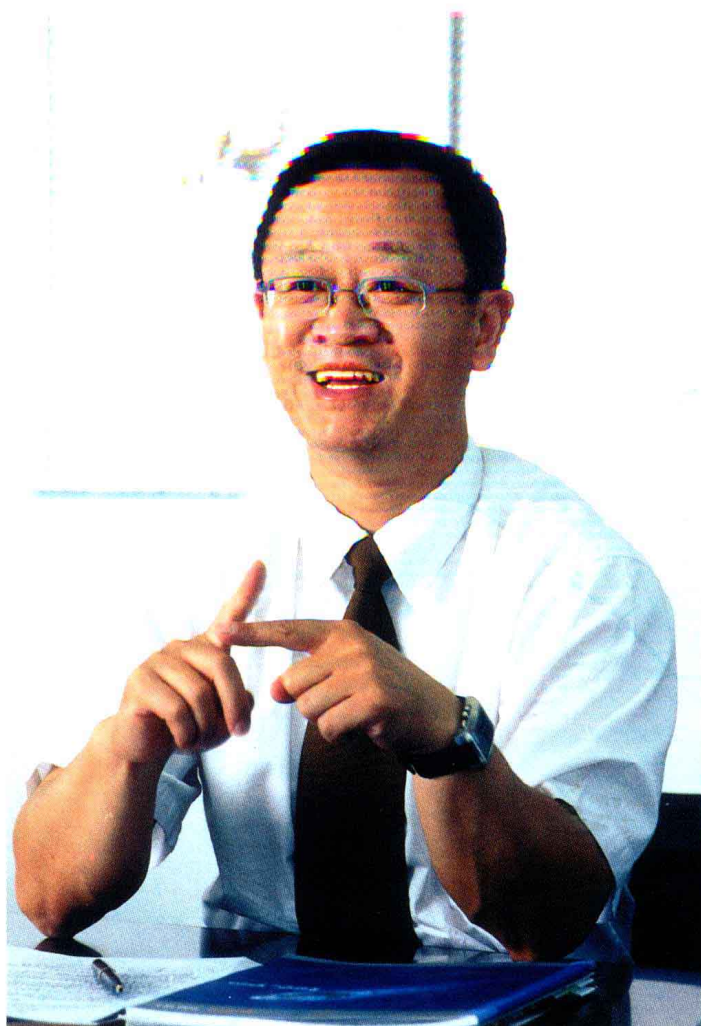
2001年初，钟默博士接任了博世力士乐（北京）液压有限公司总经理职务。这是钟博士回国创业以来，又一次承担遏止亏损、拯救企业的重担。

曾在1999年初，钟博士受德国博世力士乐总部委派来到亏损额达上千万元的博世力士乐（常州）有限公司，同管理层的同事一起，经过对销售支持、生产、人事、财务、采购、物流等环节的一系列调整，使其在一年多的时间内就摆脱了亏损的局面。钟默博士这次从常州调到北京担任总经理，是博世力士乐总部作出的又一次重要决定。

成立于1996年的博世力士乐（北京）液压有限公司是一家中德合资企业，是工程机械减速机的专业生产厂家，几年来生产销售一直处于低水平，连年亏损达一千多万元，随时面临关门、倒闭、撤资的可能。钟默作为合资企业的第八任总经理，临危受命，重任在肩，决定“背水一战”。

通过对公司重新调整产品结构，建立目标管理体制，理顺内部关系，不断创新管理，半年之后，企业发展脉络清晰，经济效益迅速增长，一个充满活力的企业展现在人们面前。2001年，当年亏损额降低了50%，销售额增加了57%。2002年，企业全面扭亏为盈。

在短短的两年中，博世力士乐（北京）液压有限公司是怎样从管理入手，使公司扭亏为盈并实现合资公司成立以来第一次盈利的呢？记者专程采访了博世力士乐（中国）有限公司副总裁、博世力士乐（北京）液压有限公司总经理钟默博士和公司副总经理博安勤先生（Mr. Achim Bruder）。



总经理 钟默博士 General Manager Dr. Mo Zhong

钟默总经理介绍说，已有200多年历史的德国力士乐公司是专业生产各种传动与控制技术组件及系统的全球性主导供应商，“Rexroth”品牌即代表高质量，在全世界享有很高的声誉。德国博世是一家实力雄厚的著名跨国公司。博世集团经过十年努力，终于在2001年实现了对力士乐的并购，从而进一步巩固了博世在液压及传动与控制技术领域的领导地位，大大增强了国际竞争力。现在，

经过改制后的原力士乐（北京）已成为博世力士乐（北京）液压有限公司。

“努力保证产品的品质和信誉是我的原则，因为诚实守信所带来的长远利益远比眼前的利润更有价值。”这是德国著名企业家、博世集团的创始人——罗伯特·博世1918年提出的企业宗旨。遵循这一宗旨，博世不断发展壮大，并早已跻身世界500强之列。今天，这一宗旨已成为博世力士乐（北京）扭亏为盈，走上健康发展道路的重要价值观和精神动力。

毕业于上海同济大学、获德国科隆大学经济学博士学位的钟默，偕同公司的管理骨干力量，发扬协作与团队精神，经过深入调查研究，认真分析了力士乐（北京）造成亏损和管理混乱的原因，找出解决问题的方法，提出并形成了企业的一整套科学的管理模式：

一是目标管理具体化。钟总强调：“要避免撇开目标谈管理。”2001初，钟总提出了公司该年度的总目标：销售额增加30%，企业亏损额降低50%，费用开支要削减10%。同时，对目标进行细化、量化至各部门及各岗位员工。如生产部门用电用水指标都规定至生产每一台减速机；行政管理及财务部门对降低10%的费用提出具体措施；人事部门则将企业的目标与每人的经济利益紧紧捆绑在一起。钟总强调：“企业内部无论技术、销售、生产人员都要有很强的成本意识。所制定的目标应具备可操作性和可实现性。”

二是加大市场开发力度。钟总认为，一个企业没有市场，等于无米之炊。加大市场开发力度，目的是要使企业从源头上有业务做。任何部门、岗位员工都要围绕市场这一个中心开展工作。技术部门在设计过程中一定要

纳入市场因素,以客户为中心。任何员工,即使是搞卫生的人员,都要让他知道他拿到的工资是从市场来的,从客户来的。两年来,钟总和管理层同事一直坚持拜访客户,为客户解决各种各样的实际问题,为巩固和拓展市场起了催化作用。

三是产品标准化。钟总强调:“必须改造老产品。产品要标准化,加工零件要标准化。只有标准化才能资源共享。”“标准化”是公司员工和管理者两年中说得最多的“关键词”。

当时公司的产品结构有三种:一类是合资前北京公司带过来的产品;第二类是合资期间共同开发的产品;第三类是力士乐总部提供的产品。其中,老产品售价低,工艺复杂,生产成本低,毛利润是亏的。产品标准化后,通用性强了,资源可以共享,生产成本大幅度下降,简化了生产程序,缩短了交货期,也受到客户的普遍欢迎。

然而,实现产品标准化,要让客户用标准化产品代替多年使用的老产品,是一个十分艰巨的过程。但不管有多大困难,公司领导层始终坚持“标准化、标准化、标准化”的思想。为此,钟总率公司领导层一家一家拜访客户,说服客户接受标准化产品。钟总说:“这是两年中最成功的工作之一,合资公司多年来一直没有做成的事情,我们做成了,这一成果大大降低了生产成本。”产品实行标准化是博世力士乐(北京)扭亏为盈的一场最重要的攻坚战。

四是优化设备结构与提高劳动生产率。在力士乐总部的帮助下,公司领导层按照成本管理的要求,进行了设备优化和劳动改组,淘汰了一批落后的、老的、效率低的设备。这样,折旧费减少了,也就降低了成本。2001

年共淘汰20多台老设备,只增加了两台新设备,但是,通过机器充分运转,操作人员增加班次,生产效率反而大大提高。公司在边生产、边改造的同时,对办公大楼也修葺一新,极大增进了全体员工的凝聚力和向心力。

五是建立严格的财务监督制度。中西方在管理思想上存在较大差异。所谓“东方重人情,西方重制度”,虽有偏颇,但大致概括了两种管理理念的不同之处。在博世力士乐(北京)液压公司,钟默总经理与来自德国的公司财务副总经理博安勤先生(Mr. Achim Bruder),在管理中严格执行“德式”“四只眼睛的管理模式”。为避免任何管理上的漏洞,两位领导人,用四只眼睛,互相监控、协调管理。总经理、财务总监,谁也没有个人做决定的权力,要互相商讨并取得一致意见后方可作出决定。例如:财务部门要采购物品或银行支票的开出、差旅费的报销,都要经过四只眼睛共同审视、二支笔签字,方可有效;严密的四只眼睛管理模式使公司管理在一种公正、透明、公开的条件下健康运行。

六是领导者的作用。一个企业成功与否的关键因素是看其是否有一个相互信任、目标一致、开诚布公、协作奋斗的领导班子和一批勇于创新 and 勇于负责的中层管理者和骨干。

钟总告诉记者,总之,企业管理归根到底是对人的管理。在企业最困难的时候,要了解员工所想,帮助树立信心,领导团队把员工凝聚在一起,使员工在各自岗位上为实现公司的目标努力工作。企业领导的责任在于依据公司的价值观提出切合实际、有创意、有说服力的奋斗目标,并使其变成全体员工的自觉行动。钟总说:“在企业内部,一个好建议,一个好方法、好主意,不在乎是谁说出的,而在

乎它是否对公司有利,合不合理,哪怕是一个卫生员,只要说的对,也要采纳”。

由于博世力士乐(北京)液压有限公司在短短两年中奇迹般地扭亏为盈并表现出前所未有的活力,2002年12月,博世力士乐战略性的收购了原合资企业中全部股份,并将原力士乐(北京)液压有限公司改制成为外商独资企



个人资料

钟默

博世力士乐(中国)有限公司副总裁、博世力士乐(北京)液压有限公司总经理

- 1986年,获同济大学管理工程硕士(在同济大学任教期间曾参加国务院发展研究中心和国家计委组织的多项课题研究)
- 1989年初,赴联邦德国从事金融与银行管理体系的学习和研究,并在德国著名经济学家Prof.von Weizsaecker指导下,以优异的成绩取得博士学位。尔后,在德国工业界工作四年
- 1999年,由德国博世力士乐集团总部派往中国工作至今

Personal Data

Mo Zhong

Vice President of Bosch Rexroth (China) Co., Ltd. and General Manager of Bosch Rexroth (Beijing) Hydraulic Co., Ltd.

- In 1986, Dr. Mo Zhong obtained the Management-Engineering Master Degree of Tongji University. (During the teaching in Tongji University, he has participated in the research projects of Development Research Center of the State Council of China and National Planning Committee)
- At beginning of 1989, went to Germany to engaged in the study of Finance and Bank management system, and under the guidance of famous economist Professor von Weizsaecker in Germany, obtain Doctorates with the outstanding achievement. Thereafter, worked for the Industry field of Germany for four years
- In 1999, were sent to China by the headquarters of Bosch Rexroth Group in German and worked so far



博世力士乐管理层 Bosch Rexroth Management Board

图中,左四: Reinhard Liebe, 右三: Lau FW, 左一: Adrian Chow, 左二: Mo Zhong, 左三: Lucia He, 右二: Jeff Blackman, 右一: Markus Trescher



副总经理 博安勤先生
Deputy General Manager Mr. Achim Bruder

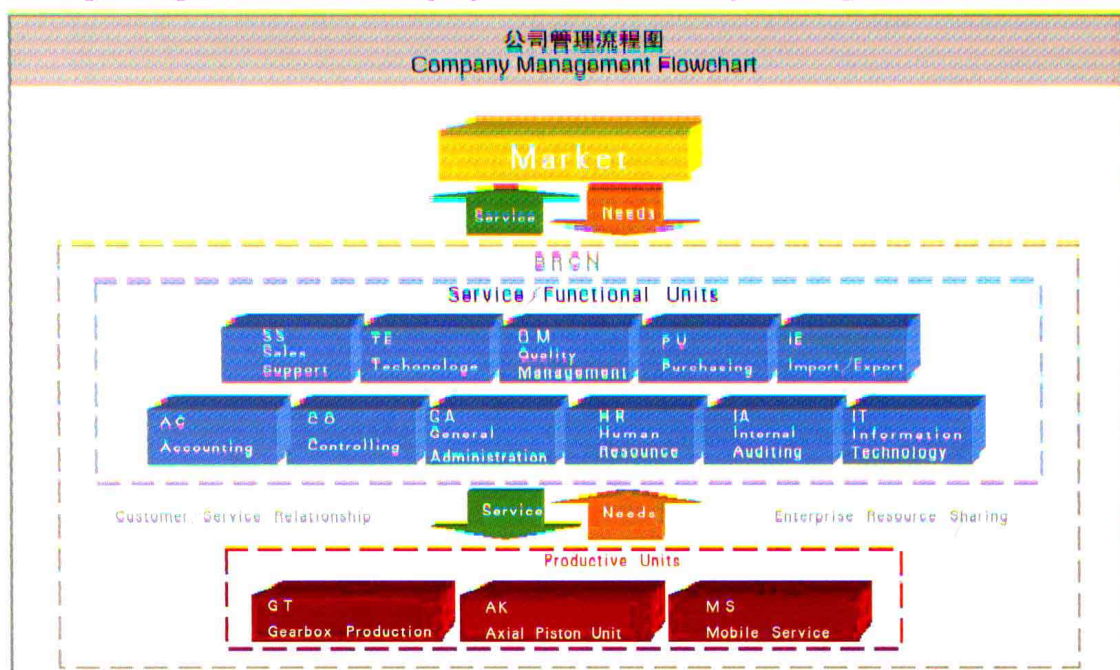
业。德国博世力士乐集团公司在2003年两次增加对北京公司的投资共340万欧元(约合2800万元人民币),并重新确立其海外重要生产基地的地位。目前,博世力士乐在中国的生产和销售体系已基本形成:上海博世力士乐液压及自动化有限公司以组装自动化液压与控制技术产品为主;博世力士乐(常州)有限公司主要生产应用于水利工程、钢铁、海事、重工业等领域的液压产品,而北京则以行走机械液压系统产品和减速机生产为主。博世力士乐(中国)有限公司主要负责中国和香港地区的销售和服务。这样,就形成了博世力士乐在中国传动与控制技术领域完整的生产和销售体系。德国博世力士乐集团公司总部将以这日趋完善的三个生产基地作为战略据点,不断加大对中国的投资力度和本地化进程,并逐步扩大其在中国的市场份额。德国总部研究开发的技术成果,在欧美已应用过的先进技术及经验,将及时拿到中国应用,而中国巨大的技术需求则为博世力士乐提供了广阔的市场空间,做到技术资源共享。钟总充满信心地说:“中国经济发展迅速,传动与控制液压技术应用广泛。目前,博世力士乐集团的行走机械液压系统产品在全球17个生产基地中,中国北京已成为经济增长幅度最快的生产基地。北京公司生产的减速机有行走减速机、回转减速机、卷扬减速机,广泛应用于挖掘机、各种起重机、履带吊机、钻机等领域,有很大的市场。值得一提的是,博世力士乐高超的减速机技术,可满足风力发电机的特殊需求,博世力士乐将成为中国风机减速机的主要提供商。”

我们相信,在读完这篇访谈录之后,对于博世力士乐(北京)液压有限公司是怎样通过管理创新成为赢家的,一定会从中找到自己的答案。

At the beginning of 2001, Dr. Mo Zhong took over the office of General Manager of Bosch Rexroth (Beijing) Hydraulic Co., Ltd. Since he returned to China, once again in his career of business management, Dr. Zhong took on the hard task of saving a company by stopping it from continuing to sustain a loss. At the beginning of 1999, the headquarters of Bosch Rexroth (Bosch Rexroth AG) in Germany assigned Dr. Zhong to take charge of Bosch Rexroth (Changzhou) Co., Ltd., a company that already sustained a loss of over 10 million Yuan. He worked closely with his colleagues in the management and did a series of adjustments to the company's sales support, production, personnel, finance, purchasing and logistics so that the company came

By readjusting company product structure, building up goal management system, streamlining internal relationships, innovating management continuously, just after half a year, the development of the company showed a clear direction and the profitability of the company quickly turned up. Now the company took a new image in front of people's eyes as an enterprise filled with energy and vitality. In 2001, the loss amount of the company was come down by 50% and its sales volume was increased by 57%. In 2002, the company completely walked out of the shade of loss.

How could Bosch Rexroth (Beijing) Hydraulic Co., Ltd., begin with improving management, then come out of the red, and finally make a profit for the first time



out of the red within only a little more than one year. And this time, Dr. Zhong was again transferred from Changzhou to assume the office of General Manager of Rexroth (Beijing) Hydraulic Co., Ltd, is another important decision made by Bosch Rexroth AG.

Established in 1996, Rexroth (Beijing) Hydraulic Co., Ltd. was a Sino-German joint venture enterprise, which is also a professional mobile gearbox manufacturer. For several years, the company remained on a low level in both production and sales and sustained a loss of over 10 million Yuan, facing the fact that the company would be closed down, bankrupted and capital withdrawn at any time. As the eighth general manager of the joint venture company, Dr. Mo Zhong accepted this important assignment at the time of emergency with heavy task, and decided to "fight to win or die".

ever since its establishment of joint venture within a short time of only two years? The reporters recently had an interview with Dr. Mo Zhong, Vice President of Bosch Rexroth (China) Co., Ltd. and General Manager of Bosch Rexroth (Beijing) Hydraulic Co., Ltd. and Mr. Achim Bruder, Deputy General Manager of Bosch Rexroth (Beijing) Hydraulic Co., Ltd.

Introduced by Dr. Zhong, Rexroth of Germany has a history of more than 200 years, which is a main global supplier of professional manufacturing in various of drive & control technology component and system, and the brand of "Rexroth" which stands for high quality, gains very high respectation all over the world. Bosch of Germany is a powerful and prestigious multinational corporation. After making efforts for a decade, Bosch Group finally completed merging Rexroth in 2001, which further enhanced its leading status

in the fields of hydraulics, and drive & control technology, as well as its general strength in international competition. After some reforms of the corporate system, the original Rexroth (Beijing) Hydraulic Co., Ltd. (Later referred as "Rexroth Beijing") then became Bosch Rexroth (Beijing) Hydraulic Co., Ltd. (Later referred as "Bosch Rexroth Beijing").

"I've always been guided by the principle that it's better to lose money than to lose trust. The inviolability of what I promise faith in the value of my products and in my word have always been more important to me than a quick profit." This is the business philosophy put forward by Mr. Robert Bosch in 1918, the famous German entrepreneur and founder of Bosch Group. Following this philosophy, Bosch has continuously expanded and has long ranked among Fortune Global 500 corporations. This business philosophy has also provided the important values and spiritual impetus for Bosch Rexroth Beijing to switch from loss to profit and enter upon a healthy path for development.

Dr. Zhong, who graduated from Tongji University in Shanghai and later gained his doctorate in economics at Koeln University of Germany, cooperated with the principal members of the management of the company with the spirit of cooperative and teamwork, they did thorough carefully research and investigation, and analyzed the causes of the loss and improved the management in various areas. Then, they found corresponding solutions to the problems and



庆祝独资公司成立.图中: 右二: 博世力士乐(中国)有限公司总经理: 刘火伟, 右三: 副总裁: 钟默, 左一: 博世力士乐(北京)液压有限公司副总经理: 博安勤, 右一: 副总经理: 王化雨
The celebration of the foundation of wholly foreign invested Bosch Rexroth (Beijing) Hydraulic Co., Ltd. In the picture, Left 2nd: General Manager of Bosch Rexroth (China) Co., Ltd.: Lau FW, Right 3rd: Vice President: Mo Zhong, Left 1st: Deputy General Manager of Bosch Rexroth (Beijing) Hydraulic Co., Ltd: Achim Bruder, Right 1st: Deputy General Manager: Huayu Wang

formed a scientific management mode for this enterprise.

First, specify the goals of management. Dr. Zhong emphasized, "We should avoid discussing management without clarifying its goals." At the beginning of 2001, Dr. Zhong put forward the general goal of that year: The sales volume should be increased by 30%, the loss amount should be declined by 50%, and the expenditure should be cut down by 10%. In the mean time, the goal is specified and quantified for each department, each post, and each employee. For

example, the electricity and water consumption targets of Production Department are specified for manufacturing each gearbox. The departments of General Administration and Finance took their specific measures for reducing the expenditure by 10%. And the department of Human Resource closely jointed the corporate goal with the economic benefits of each employee. Dr. Zhong stressed, "In the company, all staffs, no matter technology,

sales or production staffs, should have very strong cost consciousness. The goals of the company should be operable and realizable."

Second, enhance the efforts to develop the market. Dr. Zhong thinks that an enterprise without adequate market occupancy is like "cooking a meal without rice". The purpose of developing the market with greater efforts is to make sure that the company has business to do from the source. Market should be the center of the work of all departments and employees. In the designing process of Technology Department, the designing staffs must consider the market factors and customer focused. Any employee, including the employees responsible for sanitary work, should be taught that their salaries were come from the market, from the customers. In the past two years, Dr. Zhong and other senior staffs in the management kept visiting the customers and solved various practical problems, which activated the company's market consolidation and development.

Third, products should be standardized. Dr. Zhong said with emphasis, "The old products must be innovated. The products as well as the components should be standardized. Only with standardization can resources be shared." "Standardization" has been the "key word" that both the employees and managers have most frequently used in



博世力士乐(北京)液压有限公司团队 Bosch Rexroth (Beijing) Hydraulic Co., Ltd. Team



HYDROTRAC GFT
Travel Gear
行走减速机



MOBILEX GFB
Swing Gear
回转减速机



MOBILEX GFT-W
Winch Gear
卷扬减速机

Rexroth
Bosch Group

公司产品 company products

the past two years.

At that moment, the product structure of the company included three types. The first type was the product that the Beijing Company had been producing before the establishment of the joint venture. The second type was the product developed by the joint venture through the common efforts by the two sides. The third type was the product introduced from the headquarters of

Standardization of products was a decisive and very difficult battle fought by Bosch Rexroth Beijing to switch from loss to profit.

Fourth, optimize equipment configuration and raise labor productivity. Aided by the headquarters of Rexroth, the management of the company conducted equipment optimization and labor reorganization and cast aside some backward, outdated and inefficient equipment to meet the needs of cost management. In this way, the depreciation cost came down, and so did the total production cost. In the year of 2001, the company abandoned totally more than 20 sets of old equipments while added only two sets of new equipments. However, through sufficiently running of the machines and adding the working shifts of operators, the productivity was greatly increased instead. While improving production and renovating equipment, the company also thoroughly repaired and redecorated its office building; this significantly enhanced the cohesion of the company and the affiliation of the employees.

Fifth, set up a strict system of financial auditing. There are considerable differences between the Western and Chinese concepts about management. The opinion that "The East values human relationships while the West values systems", though not absolutely correct, basically generalizes the differences between the two kinds of management concepts. In Bosch Rexroth Beijing, Dr. Zhong together with Mr. Achim Bruder, Deputy General Manager (Finance) of the company, strictly practiced the so-called "Four-Eye Management Mode" of the German style. To avoid



专心工作的技术部员工 Focused working staffs of Technology Department

any leak in management, the two leaders, with their four eyes, audited each other and cooperated managed at the same time. Neither the General Manager nor the Deputy General Manager had the right to make a decision alone. A decision could only be made after a consensus had been reached between the two through discussion. For example, all the decisions of the Finance Department on purchasing articles, opening bank checks and reimbursing the cost of business trips could only take effect after they passed the reviews by the four eyes and received the approving signatures of the two leaders. Such a strict "four-eye" management mode guaranteed a kind of healthy operation of the management of the company to be just, transparent and open.

Sixth, leaders should play important roles. Whether an enterprise can succeed depends on whether it has a team of leaders who are frank and mutually trusting, coordinate with each other,

产品应用 Product Application



Crawler Crane
履带吊机



Scarifier
路面铣刨机



Road Roller
压路机



Excavator
挖掘机



Refuse Compactor
垃圾压实机



Bulldozer
推土机



Truck Crane
汽车起重机



Drilling Machine
钻机



Harbour Crane
港口起重机

and strive for the same goals, and whether it has a team of secondary managers and backbone staffs who are innovative and responsible.

Said Dr. Zhong to the reporters; company management is in essence the management of people. At the most difficult time of the enterprise, the leaders should know the thoughts of the employees and help them to develop and maintain confidence. The leadership should keep the employees united and keep them working hard on their own posts to obtain the goals of the company. The responsibility of the leadership is to put up practical, innovative and convincing targets according to the values of the company and turn them into the goals that the employees conscientiously seek after in their work. Dr. Zhong said, "Inside the company, for judging whether a suggestion, method or idea is good or not, the criterion is not who presented it but whether it is reasonable and beneficial to the company. Even an idea comes from a sanitary worker, as long as it is right, it should be adopted."

In a short period of just two years,



Bosch Rexroth Beijing miraculously switched from loss to profit and came to display unprecedented vigor. In December 2002, Bosch Rexroth strategically bought the shares of the joint venture held by the Chinese side, and reformed the company into a wholly foreign invested firm. In the year of 2003, Bosch Rexroth Group of Germany twice increased its investment in this Beijing-based company with a total amount of 3.4 million euros (RMB28 million), and reassured its status as an important overseas manufacturing base of the group. At present, the production and sales network of Bosch Rexroth Group has taken shape in China. Shanghai Bosch Rexroth Hydraulics & Automation Ltd. concentrated on assembling automatic hydraulics and control products. Bosch Rexroth (Changzhou)

Co., Ltd. mainly manufactures hydraulics application products for water conservancy and control, steel industry, maritime industries, and heavy industry. Bosch Rexroth Beijing takes manufacturing mobile hydraulics systems product and gearboxes as its major business. Bosch Rexroth China is mainly responsible for the product sales and service in China and Hong Kong. The group has thus formed a complete system of production, marketing and service in the field of drive and control technologies in China. Using its current three manufacturing bases as its strategic forts, the headquarters of Bosch Rexroth Group will continue to expand its investment and increasingly localize its business in China, and will gradually enlarge its share in the Chinese market. The group will timely transfer to China the new technologies developed in its headquarters in Germany as well as the advanced technologies and experiences that have already been used in Europe and North America. While Bosch Rexroth shares its technological resources with China, the huge need of China for technologies provides a vast market for the group. With full confidence, Mr. Zhong said, "The Chinese economy is developing very fast and drive & control hydraulics technologies are widely applied. Today, Bosch Rexroth has 17 bases worldwide for manufacturing mobile hydraulics products, among which the Beijing base is the one experiencing the fastest



高超的减速机技术，满足风力发电机需求
The superb technology for speed-reducing gearbox can satisfy the special need of wind power generators

growth. The gearboxes produced by the Beijing Company include Travel Gearbox, Swing Gearbox, and Winch Gearbox, which are widely applied in excavators, various cranes, track cranes and drilling machines and have a big market. Noteworthy is that the superb technology of Bosch Rexroth for gearbox can satisfy the special need of wind power generators, and the group will be the major supplier of gearboxes for wind power generators in China.

We believe that after finished reading this interview report, the reader must be able to find his own answer to the question of how Bosch Rexroth (Beijing) Hydraulic Co., Ltd. has won out through management innovation.



机加工、装配生产车间 The production workshops of Cutting and Assembling

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特别报道 SPECIAL REPORT

经济全球化趋势加速发展已成为当今世界经济一个最显著的特征。在经济全球化趋势的推动下，各国、各地区的联系日益密切，市场更为开放，资金、技术、人才等流动更加广泛和迅速，这一切为加强国际合作、促进共同发展带来了前所未有的机遇。

胡锦涛——在南北领导人非正式对话会议上的讲话

A faster trend of economic globalization has been one of the most notable features of the world economy today. Pushed by the trend of economic globalization, links among countries and regions have been increasingly tight along with more open markets as well as wider and faster capital, technology and human resource flows. All this has brought unprecedented opportunities for strengthening international cooperation and promoting mutual growth.

Hu Jintao - an address at the Conference of South-North leaders Unofficial dialogue

世代睦邻友好 共同发展繁荣

——在莫斯科国际关系学院的演讲

(二〇〇三年五月二十八日)

中华人民共和国主席 胡锦涛

尊敬的院长先生,女士们,先生们,朋友们:

应普京总统的邀请,我对伟大的邻邦俄罗斯进行国事访问。今天,有机会在著名的莫斯科国际关系学院同各界知名人士、各位友好人士和学生代表见面,我感到十分高兴。我带来了中国人民对俄罗斯人民的友好情谊和良好祝愿,带来了中国人民同俄罗斯人民世代睦邻友好、共同发展繁荣的真诚愿望。在座各位朋友都十分关注中国,为促进中俄两国和两国人民的友好关系作出了不懈努力和积极贡献,我谨向你们表示衷心的感谢。

在历史的演进中,伟大的俄罗斯人民为人类文明进步作出了杰出贡献。门捷列夫发现的化学元素周期律,推进了人类对物质世界的认识。普希金和托尔斯泰的不朽诗文,丰富了世界文学艺术的宝库。加加林的首次太空之旅,把人类探索宇宙的梦想和追求带到了崭新的空间。俄罗斯人民为世界反法西斯战争胜利建立的卓越功勋,谱写了一曲保卫祖国、维护和平、战胜邪恶的壮丽凯歌。在中国人民争取解放的长期斗争中,在新生的中华人民共和国开展经济建设的时期,俄罗斯人民给予了我们多方面的支持和援助,对此中国人民永远不会忘记。



近年来,俄罗斯坚定地维护国家主权和领土完整,实现了社会政治稳定和经济较快发展。在国际上,俄罗斯积极推动世界多极化和国际关系民主化,国际地位和声望不断提高。普京总统5月16日向联邦会议发表的年度国情咨文中,提出到2010年国内生产总值翻一番的目标,为俄罗斯的发展描绘了宏伟蓝图。"亲望亲好,邻望邻好。"中国人民

为俄罗斯人民已经取得的成就感到高兴,并衷心祝愿俄罗斯顺利实现上述目标,不断走向繁荣富强。

女士们、先生们、朋友们!

在座各位都关心中国的形势,都愿意为中俄友好合作贡献力量。借此机会,我愿向各位简要介绍一下中国的情况。

自20世纪70年代末以来,中国实行邓小平先生倡导的改革开放政策,坚持走中国特色社会主义道路,全面推进现代化建设,经济、政治和文化等各领域的建设取得了显著的成就。在过去20年间,中国国内生产总值年均增长9.4%,综合国力显著增强,人民生活总体上达到小康水平,实现了发展的历史性跨越。

去年11月,中国共产党召开了第十六次全国代表大会。这次大会确立了"三个代表"重要思想的指导地位,选举产生了中国共产党新一届中央领导集体,提出了中国在新世纪新阶段的奋斗目标。今年3月,中国第十届全国人民代表大会第一次会议召开,选举产生了新一届国家机构领导人员,进一步确定了中国今后的发展目标。在本世纪头20年里,我们将集中力量全面建设小康社会,加快推进社会主义现代化。概括起来说,就是要经过20年的努力,争取到2020年国内生产总值比2000年翻两番,按现在人民币对美元