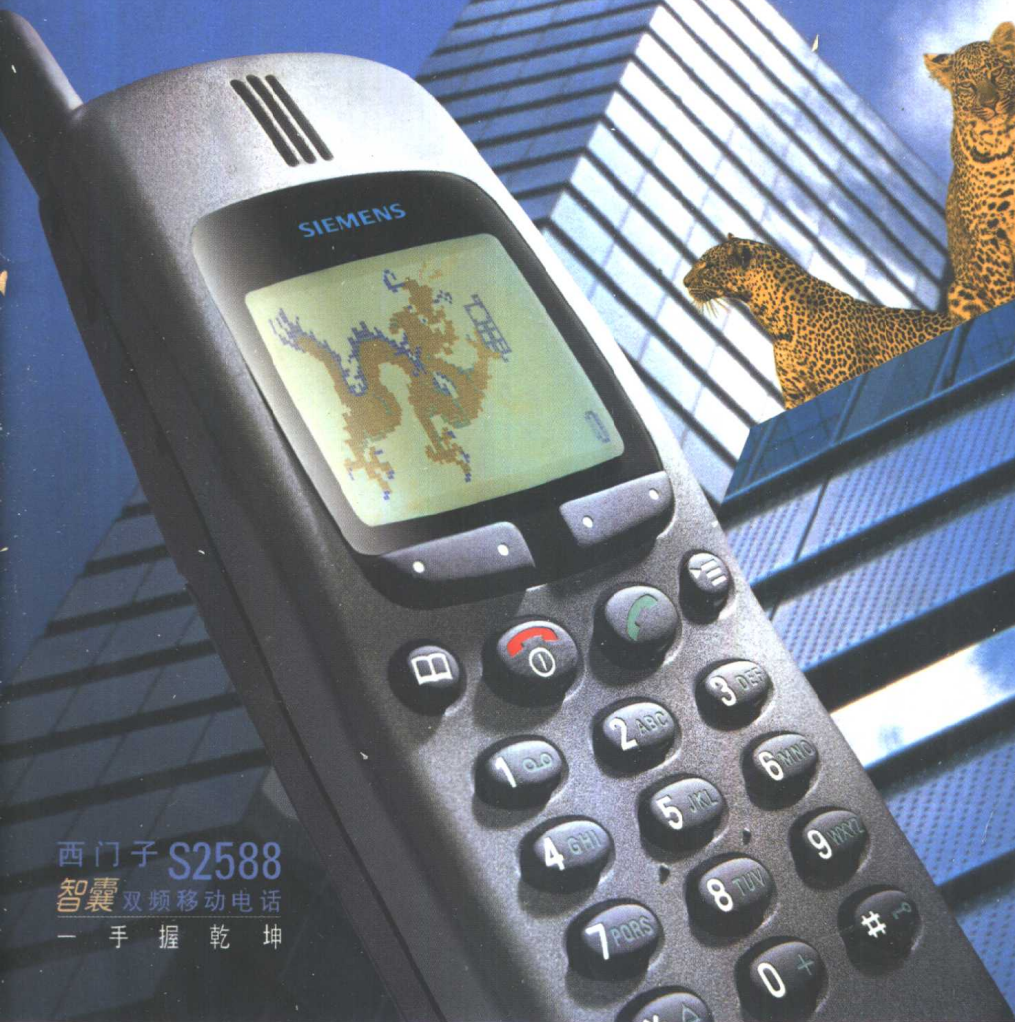




改革开放的中国(续篇)

CHINA REFORM & OPENING UP

SIEMENS



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中国文联出版社

CHINA FEDERATION OF
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Postscript

上海对外经济贸易发展的辉煌二十年

上海市人民政府副秘书长
上海市对外经济贸易委员会主任 朱晓明
上海市外国投资工作委员会主任

我国改革开放以来,特别是1990年中央提出“开发开放浦东”和1992年党的十四大提出“把上海建成国际经济、金融、贸易中心之一”的战略决策后,上海对外经济贸易迅猛发展,成为国民经济发展的重要拉动力量,为上海经济的持续增长、产业结构的提升、城市形象的提高发挥了重要的作用。

改革开放使上海外贸出口进入新的发展阶段。“六·五”期间,上海出口总额180.08亿美元,“七·五”期间,上海出口总额为227亿美元,而“八·五”期间,上海出口总额达403.31亿美元,相当于“六·五”和“七·五”出口的总和。进入“九·五”期间的头三年,上海外贸出口又超过了整个“八·五”五年的出口总额。特别是1998年,面对亚洲金融危机的影响,上海采取抓重点企业、重点市场、重点产品的措施,实现了外贸出口的新增长。按海关统计,出口额为159.56亿美元,增长5.9%,高于全国5.4个百分点。1999年1~5月,继续保持良好的出口增长势头,全市出口66.74亿美元,同比增长18.2%。

改革开放也使上海向外资开放大门。1984年至1988年,上海先后试办了闵行、虹桥和漕河泾经济技术开发区。1990年中央宣布开发开放浦东。从1992年起,上海进入利用外资的高峰期。1992年协议吸收外资超过前12年的总和,1994年至1996年协议吸收外资连续三年超过100亿美元。到1998年底上海累计批准外商投资项目18,984家,吸收合同外资349.3亿美元,实际利用外资246.81亿美元。目前全球前100家工业性跨国公司中,已有59家在上海投资了156个项目,平均投资规模高达6,135万美元。

改革开放以来,上海坚持以邓小平理论为指导,积极探索对外经贸发展的新路子,努力构筑对外开放的新格局。

在扩大出口方面:一是实施市场多元化战略。上海一方面发挥传统出口口岸的优势,巩固和扩展日本、美国、欧共体、港澳等四大传统市场,另一方面,积极开拓东南亚、中东、非洲和拉美市场。到1998年底,上海已在70多个国家和地区设立了511家海外企业,同208个国家和地区建立了贸易关系。二是优化出口商品结构,大力发展深加工、高附加值产品出口。1994年,上海推出外贸出口“龙头计划”,重点扶持出口创汇在5,000万美元以上的“龙头商品”。到1998年底,上海已形成80只龙头商品,出口额达70亿美元。1997年,上海在全国首先提出发展“双高”(高技术、高附加值)产品。1998年,上海“双高”产品出口达25.98亿美元,增长53.82%;机电产品出口占全市外贸出口的40%。三是实施大外贸战略,壮大出口大军。90年代以后,上海加快向具备条件的国有生产企业、科研单位、商业物资企业赋予外贸经营权,吸引中央和外省市的企业在浦东设立外贸子公司。

到1998年底,上海各类外贸企业已发展到849家。已批准的18,000多家外商投资企业中,已有出口的有3,626家。四是形成全市支持外贸出口的良好环境。1992年以来,上海从经济发展的战略高度为对外经贸工作定位定向,指导和推动上海外贸良性循环和持续发展机制的建立。财政、税务、外管、海关、银行等部门通力协作,推出了一系列支持外贸出口的政策和措施,这为上海外贸发展创造了良好的外部环境。五是发挥口岸服务功能。90年代以来,上海经常举办各类展销会,为中外客商提供广泛的贸易机会。每年3月举办的“中国华东出口商品交易会”已成为我国规模最大,到会客商最多、辐射省市最广、成交量最高的区域性出口商品交易会。1998年,上海口岸进出口商品总额达636.4亿美元,占全国进出口贸易总额的五分之一。

在利用外资方面:一是改善投资环境,提高办事效率。1984年7月上海通过联合办公会议加强对全市利用外资工作的监督、检查、协调、仲裁。1988年6月,按照“一个机构、一个窗口、一个图章”的要求,上海成立外国投资工作委员会。1993年,根据“两级政府、两级管理”原则,外资审批机关从1个增加到49个。1997年浦东新区对外商投资项目实行了“一门式服务”,办事效率明显提高。二是调整外商投资的产业结构,促进上海工业结构的优化升级。上海利用外资初期建立的大众汽车、贝尔通信等为代表的一批技术先进的外商投资企业,目前不少已成为上海工业的主导产业中的骨干企业。上海现有761家高新技术企业中,有254家是外商投资企业。上海引进的工业性项目占全市合同外资的64.6%,上海外商投资企业已成为上海出口的生力军。1998年上海外商投资企业出口81.65亿美元,占全市出口的51.2%。1998年,上海全市工业外商投资企业实现总产值2786.8亿元,占全市工业总产值的47.2%。三是大胆探索,不断拓展利用外资新领域。1986年12月,进行全国第一家外商投资性公司的试点;1991年,在上海真空电子器件有限公司进行全国第一家发行B股试点;1990年6月,在浦东新区建立了全国第一个保税区——外高桥保税区;1992年9月,第一家中外合资商业零售企业上海第一八佰伴成立;1997年3月,在香港汇丰、日本兴业等9家在沪银行开展了全国第一批外资银行经营人民币业务试点;1996年10月,在浦东新区内开展全国首批中外合资外贸公司试点,成立了东菱、兰生大宇贸易有限公司;1992年12月,成立全国第一家外资保险公司——美国友邦等。四是利用外资与城市基本建设,加快旧城区改造结合起来。1988年起,上海通过利用外资建起了杨浦大桥、南浦大桥、内环线、地铁一号线等,使城市面貌发生了日新月异的变化。利用外资使原先100年才能完成的旧城区改造任务可望10年内基本完成。

The Past Twenty Years of Shanghai with Remarkable Achievements in the Foreign Trade and Economic Field

Mr. Zhu Xiaoming

Secretary-general of Shanghai Municipal Government
Director of Shanghai Municipal Committee of Foreign Trade and Economics
Director of Shanghai Municipal Commission of Foreign Investment Affairs

After the open door policy was implemented, especially after the strategic decisions of "Develop and open Pudong" was made in 1990 and "Build up Shanghai as one of the world's economic, financial and trade centers" in 1992, Shanghai foreign trade and economic activities expand drastically, contributing immensely to the development of national economy as the driving force and playing a vital role in the continual growth of Shanghai economy, the improvement of industrial structures and the buildup of the image of Shanghai City.

China's reform and opening up policy leads Shanghai to a new development phase in foreign trade and export sector. In the "Sixth Five-year Plan", the total value of export of Shanghai reached US\$18.008 billion; in the "Seventh Five-year Plan", the total value of export of Shanghai reached US\$22.7 billion; and in the "Eighth Five-year Plan", the total value of export of Shanghai hit US\$40.331 billion. In the first three years of the "Ninth Five-year Plan", the value of export of Shanghai has exceeded that of the "Eighth Five-year Plan". It is unforgettable that in 1998 when the financial crisis swept the whole Asia, Shanghai achieved continual development in foreign trade and export sector by focusing on key enterprises, key markets and key products. According to the statistics of Shanghai Customs House, the value of export of that year reached US\$15.956 billion, up 5.9%, 5.4% higher than the average level of the whole country. In Jan.-May, 1999, the good tendency of foreign trade and export has been kept, and the export of the city topped US\$6.674 billion, up 18.2% than that of the same period last year.

China's reform and opening up policy also makes

Shanghai open wide to foreign investment. From 1984 to 1988, Shanghai opened Minhang, Hongqiao and Caohejing Economic and Technical Development Zones successively. In 1990 the Central Committee of the Communist Party of China declared to develop and open Pudong. Since 1992, Shanghai has been keeping on the peak level in absorbing foreign investment. In 1992, the foreign contract investment exceeded the summation of the past 10 years. In 1994-1996, the foreign contract investment exceeded US\$10 billion for three consecutive years. By the end of 1998, Shanghai granted 18,984 foreign investment projects all together with total contract investment of US\$34.93 billion and actual investment of US\$24.681 billion. Presently fifty-nine of global top 100 international industrial enterprises have invested 156 projects in Shanghai with average investment of US\$61,35 million.

Shanghai, under the directorship of Deng's theory, has actively explored new ways to develop foreign trade and made strenuous effort to build up new open patterns since the open door policy.

In respect of export expansion, Shanghai has carried out a broad range of new strategies. The first one is market multiplication. On the one hand, Shanghai solidifies its traditional position in Japanese, US, European and Hong Kong & Macao markets. On the other hand, Shanghai actively develops ASEAN, Middle East, African and Latin American markets. By the end of 1998, Shanghai has set up 511 overseas enterprises in over 70 countries and regions, and established trade relationship with 208 countries and regions. The second one is optimization of export commodities by attaching great importance on the

export of deep-processing and high value-added products. In 1994, Shanghai carried out "Dragon Head Program" which was to promote foreign trade and export. The program was focused on "Dragon Head" (leading) commodities whose annual value of export exceeded US\$50 million. By the end of 1998, Shanghai had 80 "Dragon Head" commodities with annual value of export of US\$7 billion. In 1997, Shanghai declared to develop "Double High" (high technology & high value-added) products. In 1998 the value of export of "Double High" products of Shanghai hit US\$2.598 billion, up 53.82%, and electromechanical products shared 40% of the total value of export. The third is "grand" trade strategy. In the 1990's, Shanghai speeded up giving foreign trade right to the conditioned state-owned enterprises, scientific research institutes, commercial materials enterprises and other companies, and spared no effort to attract enterprises from other cities and provinces to open commercial subsidiaries in Pudong. By the end of 1998, the number of foreign trade enterprises in Shanghai hit 849. Among over 18,000 ratified foreign invested enterprises in Shanghai, 3,626 have exported their products to overseas markets. The fourth is the excellent foreign trade environment. Since 1992, Shanghai has been promoting the establishment of sustainable development systems in foreign trade sector. The departments of finance, tax, foreign affairs, customs, banks and so on cooperate closely to set series of rules and regulations to boost foreign trade, creating an excellent external environment for the development of foreign trade. The fifth is to promote the service performance of a port. Since 1990, Shanghai has held all sorts of exhibitions to bring foreign trade chances to foreign dealers. "East China Export Commodities Exhibition" regularly held in March every year, has become China's largest and most influential exhibition with highest trading volume. In 1998, Shanghai obtained total volume of foreign trade worth US\$63.64 billion, one fifth of China's total volume of foreign trade.

In respect of introducing foreign investment, Shanghai has also done a lot. The first is to improve investment environment. In July, 1984, Shanghai enhanced the surveillance, inspection and intermediation over foreign investment affairs by holding a joint work conference. In

June, 1988, Shanghai set up the Commission of Foreign Investment Affairs, in line with the principle of "one institute, one window, one stamp". In 1993, foreign investment examination and approval agency expanded from only one to forty-nine in accordance the principle of "two level government, two level management". In 1997, Pudong New Area implemented "one door service" to improve work efficiency. The second is to adjust the industrial structure of foreign investment to optimize and improve the industrial structure of Shanghai. In the initial stage, a broad range of strong high-tech enterprises including Volkswagen Automobile and Bell Communications were established in Shanghai, today they are the cadre enterprises of Shanghai's principal industries. Presently Shanghai maintains 761 high-tech enterprises, 254 of which are foreign-funded. The contract investment of industrial projects shares 64.6% of the total investment in Shanghai. In fact foreign-funded enterprises play a leading role in the foreign trade sector of Shanghai. In 1998, the value of export of foreign-funded enterprises reached US\$8.165 billion, 51.2% of the total. In the same year, Shanghai foreign-invested industrial enterprises realized gross output value of RMB278.68 billion, 47.2% of the total. The third is to develop new areas of foreign investment. In 1991, Shanghai Vacuum Electronic Devices Limited issued B share, the first in China. In June, 1990, Shanghai set up China's first free trade zone-Waigaoqiao Free Trade Zone. In September, 1992, China's first retail company-Shanghai No.1 Babaiban was established in Shanghai. In March 1997, Hong Kong & Shanghai Banking Corporation and Japan Xingye Bank and other 7 banks made experimental RMB business in Shanghai. In October 1996, a batch of trading companies such as Dongling and Lansheng Daewoo were established in Pudong New Area. In December 1992, China's first foreign-funded insurance company-US Youbang was opened in Shanghai. The forth is to speed up infrastructure construction with foreign investment. Since 1988, by using foreign investment, Shanghai has built up Yangpu Bridge, Nanpu Bridge, Interior Loop Line, Metro No.1, etc., changing the appearance of the city. Foreign investment shortens the period of reconstruction of old city areas from 100 years to 10.

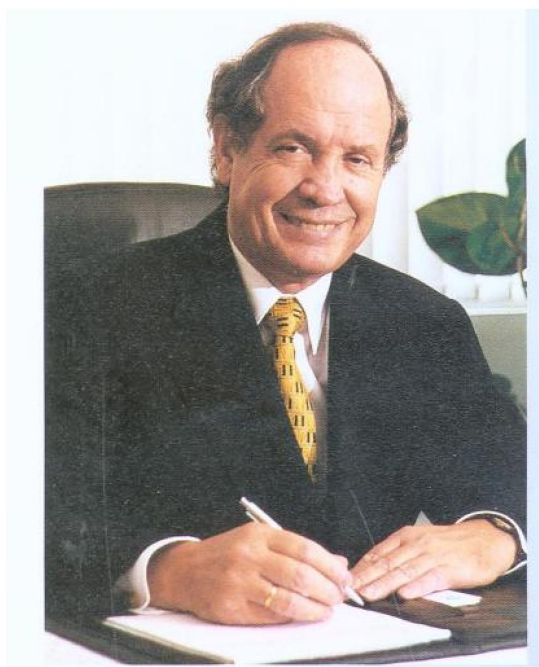
SIEMENS

A Set Example for Chinese Mobile Communication Industry

中国移动通信行业的典范

— An interview with Mr. Peter A. Borger, President of Siemens Shanghai Mobile Communications Ltd.

—访上海西门子移动通信有限公司总裁博格先生



上海西门子移动通信有限公司总裁博格先生
Siemens Shanghai Mobile Communications Ltd.
President Mr. Peter A. Borger

随着中国经济的不断发展,信息的交流显得日益重要。由于中国地域辽阔,人口众多,通讯方式也朝着快捷、轻便、多功能和易于操作的方向发展。5年前还作为一种时尚的移动电话,如今已成为人们生活中不可缺少的一部分。每个手机就如同一个人的代码,不分时刻,不论地点,自始至终地跟随着他的主人与这个世界保持联系。

随着中国移动电话持有量的不断提高,网络设备的重要性也日益显现出来。如何将开发、制造、销售和工程售后服务等一系列工作做到尽善尽美,无疑成为每一个移动通信公司所面临的挑战。带着这样的问题,我们采访了上海西门子移动通信有限公司总裁博格先生。

众所周知,总部设在德国的西门子公司,多年来一直是全球电气工程设计和电子领域的

领导企业。在中国电话及数据网络领域,西门子始终是信誉卓著的合作伙伴。1993年5月,西门子(中国)有限公司与总资产超过178亿元的“中国电子业的巨擘”上海广电股份有限公司、年销售额高达118亿元的上海邮电局及拥有500多位工程师的信息产业部电信科学技术第一研究所四家各具特色的电信界巨子共同投资组建了国内第一家集GSM移动通信系统开发、制造、销售及工程为一体的合资企业——上海西门子移动通信有限公司(SSMC),由在电信领域有着多年管理经验并对中国市场有着充分了解的博格先生出任总裁兼首席执行官。上海西门子移动通信有限公司(SSMC),以其强大的科技基础和人才优势,全心全意地服务于中国市场,开拓了一条独具特色的发展道路。

博格先生介绍说,运转在世界上65个国家的每一个西门子移动通信系统,都是根据客户的要求量身定制的。西门子正为全球移动事业建立起崭新的标准。在中国,上海西门子移动通信有限公司(SSMC)的移动网络部(MN)提供的不仅是最先进的移动通信技术,而且从最初的概念到设计和工程、最后的调试和此后的服务,MN都与客户紧密合作,并从实际出发、提供从单一工程支持、规划工具提供到最终完成网络优化工程等多种选择方案,以保证客户的系统投资获得最大回报。

西门子基站系统和基站控制器的灵活结构和先进技术,有利于在城市、郊区和高密度地区建立现代化的多层网络,并可以在将来实现升级换代而无须重新增添新的设备。在项目的每一个阶段,客户都将得到

MN的全天候一条龙服务,为客户提供全面的技术经验和专有方案。

在系统建立之后,客户将得到经验丰富的教师运用现代化的培训设施提供的最具实效的多层次专业培训。为此SSMC在北京建立了“西门子管理学院”,以保证随着技术的进步及市场的变化,使客户的知识得到不断的更新。

此外,SSMC移动产品部(MP)还为中国市场提供各种型号的手机和附件,运用高新技术结合友好的用户界面,使用户充分享受到多种运营商所提供的GSM网为人们生活带来的便利。

作为西门子在德国以外唯一生产移动电话的厂家,SSMC采用了与德国一样的制造技术及采购标准,以确保其产品质量的完美体现。自1996年8月SSMC生产出第一台手机以来,先后与德国同步推出了S3+、S3com、S4、S4power、S1088、SL1088、C2588等机型,都以功能齐全著称。如今,MP几乎每6个月推出一款新型手机。为了使产品更加适合中国市场的需要,公司最近推出了S2588智能双频手机,更是具备小巧、轻灵、时尚等特点,并能实现



信息产业部部长吴基传(左一) 参观访问SSMC
Mr. Wu Ji-Chuan, the Minister of MII visits SSMC



欧盟议会议长 Mr. De Puig (右) 参观上海西门子移动通信有限公司, 公司总裁博格先生(左) 与他亲切握手 European Parliament President Mr. De Puig shakes hands with Mr. Peter A. Borger during his visit to SSMC.

双频切换以满足不同层次、不同需要的消费者。

博格先生自豪地向我们说, 在公司管理层和全体员工的共同努力下, SSMC 的业绩得以成倍增长。1996 年, 公司销售额为 7 亿 7 千万元, 1997 年为 14 亿 6 千万元, 1998 年达到 24 亿, 1999 年 34 亿, 预计 2000 年将突破 70 亿元。1998 年, 公司在亚洲金融危机的影响下, 依然保持强劲的增长势头, 利润高达 1.36 亿元。目前, 公司已成为西门子在德国以外最大的移动通信产品的生产基地。由于 SSMC 公司管理层和全体员工的出色表现和惊人业绩, SSMC 董事会决定, 将注册资本由原来的 6 千万马克增加到 1.2 亿德国马克, 保证了 SSMC 在未来继续实现“我们能做到”的承诺。

回顾 6 年来的发展, SSMC 充分利用西门子在世界上的先进技术和中方合作伙伴带来的不可或缺的深入见解、经验和市场进入机会。在中国实现了一连串的第一。SSMC 是第一家向中国市场提供全面 GSM 系列产品及支持服务的公司。到 1998 年底, SSMC 以完成 32 个 GSM 移动网络项目。特别值得一提的是为邮电部移动通信局承建了北京、上海、南京、成都、广州、天津等二十八个汇接工程。该工程的完成将使中国电信全球移动通信网对省际间的用户漫游和移动通信长途呼叫的疏通能力得到显著提高。1995 年, SSMC 在中国推出第一部小型 GSM 移动电话。1999 年, SSMC 新推出的双频系列移动电话 (C2588 和 S2588) 再次成为第一批取得信息产业部颁发的移动通信产品入网许可证的公司之一。1995 年 5 月, SSMC 与中国联通签署建设中国第一个智能网的合同, 成为中国电信发展历程的又一里程碑。随着时间的推移, SSMC 高科技含量的产品和细致入微的售后服务得到越来越多的用户的认可。1999 年 1 月至 6 月, SSMC 的市场份额增加了十倍。精诚所至, 金石为开。SSMC 在管理层和全体员工的共同努力下, 终于迎来了她事业发展的春天。

在 SSMC 的发展过程中, 一直将本地化作为公司的一项生存和发展的原则。在竞争激烈的中国市场, 要想使公司立于不败之地, 就必须走国产化的道路。在公司的高新技术研究领域, 已经建立起一支稳定的、具有高超技能、富有工作热情的中国专家队伍。

在我们问到 SSMC 的成功因素时, 博格先生意味深长地说: “员工是公司最宝贵的财富, 在 SSMC, 有一群精力充沛、积极进取的中国人, 他们在这里生活, 在这里工作, 他们正在令一切发生改变。他们是我们背后的支持力量。也正是他们, 一步步地实现着‘我们让人们更贴近’的理想”。SSMC 正带领着这样一支强大而又充满活力的生力军, 朝着成为中国最成功的电信企业的目标阔步前进!

Information and communication shows increasing importance in the further development of Chinese economy. Due to Chinese vast territory and large population, communication develops in the direction of high speed, convenience, multifunction, and easy operation. Mobile phone, which was a patent of few business class years ago, is indispensable to daily life today. A mobile phone accompanies its owner in any place at any time to keep in touch with the world.

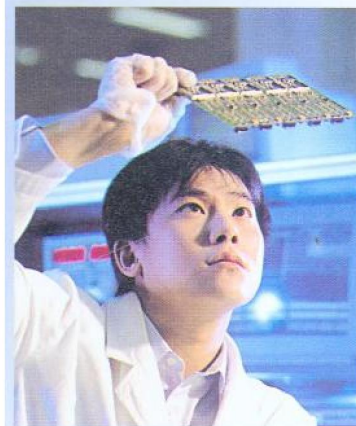
Since more and more mobile phones are used by Chinese people, network facilities demonstrate growing importance gradually. How to make development, production, sales and after-sales services to full extent, undoubtedly confronts every company in the mobile communication industry with great challenge. With great interest we had an interview with Mr. Peter A. Borger, President of Siemens Shanghai Mobile Communication Ltd.

As known to all, Siemens is the global leader in electrical engineering and electronics. Based in Germany, Siemens is a



生产现场 SSMC Plant Shanghai

reliable partner and enjoys highest reputation in China's telephone and digital network field. In May 1993, Siemens (China) Co., Ltd. together with three Chinese telecom giants—Shanghai Video & Audio Ltd. (SVA) with total capital of RMB17.8 billion, Shanghai Post & Telecommunication Administration (SPTA) with annual sales value of RMB11.8 billion, and the First Research Institute of Telecommunication Science and Technology of MII



运用西门子培养的专业技能, 为中国设计更先进的产品我感到非常自豪 It has been so rewarding for me to be able to apply the expertise Siemens has given me to design new and effective programs and products for China.



上海西门子移动通信有限公司外景 Siemens Shanghai Mobile Communications Ltd.

(FRI), co-invested to establish Siemens Shanghai Mobile Communication Ltd. (SSMC), China's first joint venture that combines development, production, sales and engineering of GSM mobile communication system. Mr. Peter A. Borger, who has profound understanding of Chinese market, was appointed as President and CEO of SSMC in 1998. SSMC, depending on its solid foundation of science and technology and overwhelming advantage of human resources, wholeheartedly serves Chinese market and develops a unique way of growth.

Mr. Peter A. Borger noted that every Siemens mobile communication system is tailor made to meet the customers' requirements. Siemens is setting a brand new standard for global mobile communication industry. In China, the mobile network of SSMC not only offers the most advanced mobile communication technologies but also makes seamless co-operation with customers in the area of original concept, design, engineering, testing and after-sales service. Siemens Mobile Networks provides customers with options such as single engineering support, planning tools, and network optimization program to ensure best

the market.

In addition, Mobile Product Division of SSMC offers all types of mobile phones and accessories. Users can also enjoy high-tech and user-friendly interface.

As the only Siemens handy manufacturer outside Germany, SSMC adopts the same manufacturing technologies and standards to ensure best product quality. Since August 1996, SSMC, simultaneously with German headquarters, has launched S3+, S3com, S4, S4power, S1088, SL1088, C2588. In fact, MP introduces a new product every 6 months in the marketplace.

Recently, SSMC has launched S2588, which has the distinguished features of small size, little weight, and modernest fashion. Its dual frequency can meet different needs of different users.

Mr. Peter A. Borger told us



第三代多媒体手机 The 3rd Generation Multimedia Mobile Phone

return for customers' system investment.

Flexible structure and advanced technologies of Siemens base-stations and base-station controllers are very conducive to the modern multi-layer network in cities, suburbs, and other populous regions, and helpful for upgrading without additional components. At each stage of a project, the customer would be provided with Mobile Network service around the clock and overall technical experience and Know-how.

Once the system is built up, Siemens experts will give professional training to the customers with modern training facilities. Siemens has established "Siemens Management Institute" in Beijing and a high sophisticated training center in Shanghai in order to ensure the latest technology know-how available for the customers while constant changes take place in



智囊双频手机 S2588

The latest Siemens S2588 "Brain Truster" dual band Mobile Phone

with great pride, SSMC sales value multiplies rapidly through the strenuous efforts of the management and the staff. In the fiscal year of 1996 sales value reached RMB770 million, in the fiscal year of 1997 sales value reached RMB1.46 billion, in 1998 sales value reached RMB2.4 billion, in 1999 sales value reached RMB3.4 billion, and in 2000 sales value is expected to hit RMB7.3 billion. In 1999, SSMC profit hit RMB150 million, despite of the undesirable effect of Asia financial crisis. At present, SSMC has become the largest production base of mobile communication products outside Germany. Thanks to the outstanding achievements SSMC people have made, the Board of SSMC decided to expand the registered capital from RMB300 million to RMB600 million. This expansion enables SSMC to realize her commitment of "We are Siemens, We can do that".

In the past 6 years of development, SSMC has created many records by combining Siemens state-of-the-art technologies with Chinese partners' indispensable understandings, experiences and opportunities in Chinese market. SSMC is the first company to supply a fully integrated system to the Chinese market. By the end of 1998, SSMC had completed 32 GSM mobile network projects, including the 28 tandem projects in Beijing, Shanghai, Nanjing, Chengdu, Guangzhou, Tianjian, etc., contracted by China Telecom. In 1995, SSMC introduced the first palm-sized GSM mobile phone to China. In 1999, SSMC presented new dual mode series mobile phones, C2588 and S2588, and

received network entrance license from Ministry of Information Industry. In May 1999, SSMC won the contract with China Unicom for China's first intelligent network, a milestone in China's telecommunication industry. As time goes by, SSMC's high-tech products and complete services have been recognized by more and more Chinese users. In Qter. 1, 1999, SSMC increased their market share by 10 times. Perseverance and engagement yield good results. Through joint efforts of the management and the staff, today's SSMC is enjoying the spring of their rapid progress.

SSMC regards localization as the philosophy of their survival and growth. Localization is the only way to win the fierce competitions in the Chinese market. In the field of high-tech research, SSMC has established a stable, capable and energetic Chinese working team.

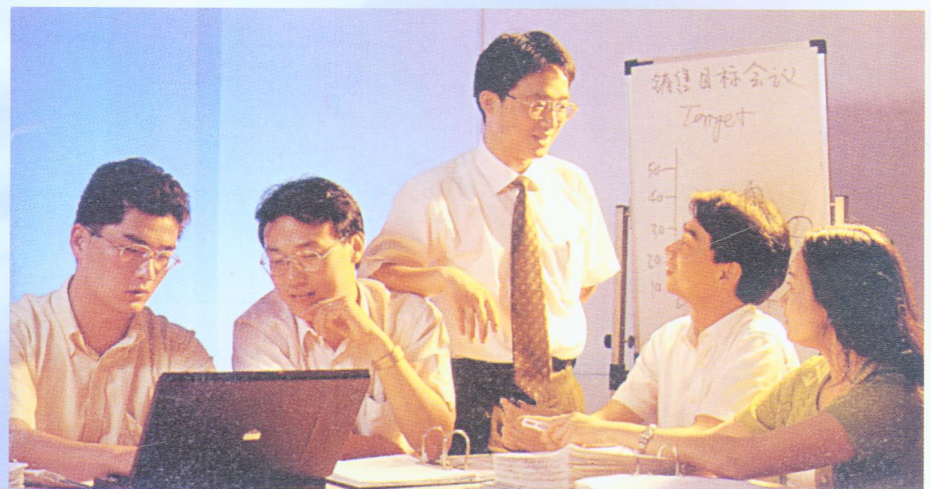
When being asked about the factors that lead to SSMC's success, Mr. Peter A.

Borger said profoundly, "People are SSMC's most precious assets. In SSMC there is a group of energetic and ambitious Chinese people. They live and work here, which make the difference. They are our solid backing behind everything we do. It is therefore that are our company slogan and ideal is "People bringing people together". SSMC is leading this group of people to stride towards the target of "China's Most Successful Telecom Enterprise".



移动网络部基站产品 BS-240

Business Unit Mobile Network (MN) Products BS-240



SSMC大力投资于本地人才的培养，不断扩展其销售网络，先后在北京、上海、武汉、西安、成都、沈阳和合肥设立地区性办事处。

SSMC investing heavily in its local talent, has a major extension of SSMC's sales networks, with regional offices now operating in Beijing, Shanghai, Guangzhou, Wuhan, Xi'an Chengdu, Shenyang and Hefei.

To Make Remarkable Achievements in China's Telecom. Industries

沟通无限 创造辉煌

— Interview with Mr. Nico A. Buijs, General Manager of Lucent Technologies of Shanghai, Ltd.

—访上海朗讯科技通信设备有限公司总经理鲍尼轲先生



上海朗讯科技通信设备有限公司
总经理鲍尼轲先生
Lucent Technologies of Shanghai, Ltd.
General Manager Mr. Nico A. Buijs.

当

今世界，高科技的飞速发展，改变了人们的生活节奏，提高了人们的生活品质，作为高科技的信息产业更是日新月异，一日千里，使人们的沟通更加便捷，地球变得“越来越小”。“朗讯的创造力，通讯的原动力”，这就是朗讯永无止境的创新和奉献精神。上海朗讯科技通信设备有限公司是一家致力于中国信息产业的中外合资企业。十年来，中外双方，团结协作，共创佳绩，效益以每年40%的速度递增。1998年的销售额达18200万美元，在中国高速发展的通讯领域独占鳌头。1993年被上海市政府授予“技术

与知识密集型企业”称号；1997年跻身“中国最大的500家外商投资企业”行列，位居通信行业第一名；1998年度荣获上海市外经委颁发的出口创汇二等奖；1998年荣获上海市建设工业新高地争先创优活动优秀企业称号等殊荣。

通讯领域正在发生着一场迅猛的变革，而通信市场潜力巨大，商机无限，竞争激烈。上海朗讯缘何能勇立潮头？笔者带着一种敬佩在国际大都市上海有幸采访了公司总经理鲍尼轲先生。

朗讯科技的前身从1980年就开始与中国有业务往来，并建立了良好的合作伙伴关系。而后，朗讯科技相继在中国成立了8家合资企业、3家独资企业、7个办事处及8个研发中心，公司及代表处共有员工3,500多名。

位于上海市漕河泾高科技园内，占地面积4500平方米的上海朗讯科技通信设备有限公司，成立于1990年3月。该公司是中国在光线传输领域的第一家中外合资企业，中

方投资者为上海光通信公司、上海邮电通讯设备股份有限公司和上海久事公司。外方投资者为美国朗讯科技有限公司。中外双方各占50%的股份。总投资额为3000万美元。目前拥有340名员工。

由于中外双方精诚合作，建立了一种互惠互利、平等合作的关系，业务发展迅速，不断扩大中国市场，公司以贝尔实验室雄厚的高科技设计力量为其后盾，生产、安装、销售光通信传输设备。这些大容量传输系统广泛应用于长途干线网，省级长途网、交叉网，市级和乡村的干线网。此外，还能生产先进的系统设备和网络管理系统设备。这些设备的应用极大地改善了中央及地区通讯设施。为了不



“开辟高科技合作的新天地”——中国国家主席江泽民为朗讯科技公司题词

“Open a new dimension of high-tech cooperations”—inscription of Chinese President Jiang Zemin to Lucent Technologies.



坐落于漕河泾高科技园内的上海朗讯公司

Lucent Technologies of Shanghai, Ltd. located in Caohejing Hi-tech Park.

断拓宽业务范围, 1999年8月朗讯引进了新一代SDH设备Wave Star™ ADM 16/1并成功生产, 它标志着上海朗讯通信发展史上一个新的里程碑。公司首先把这一世界上最先进的传输设备, 服务于中国用户, 同时出口其它国家。目前, 公司在通信领域中, 市场占有率居全国第一。

质量是企业的生命。市场竞争取决于产品质量的竞争。公司所有的产品全部按国际标准进行设计开发和生产, 对产品进行严格检测, 保证产品质量。1994年公司在同行业首家通过了ISO9001质量体系认证。同时, 公司对环境保护非常重视。成功地建立了公司环境管理系统, 并使之得到有效实施, 公司于1998年通过ISO14001环境管理体系认证。

鲍尼柯先生说: “让客户成功, 我们才能成功。”因此, 在营销策略上, 他们以市场为导向, 为客户提供优质产品、优良的售后服务, 以客户满意为原则, 经常倾听客户意见, 为客户提供专业的培训及技术支持, 现已为3000多客户作过培训。在贝尔实验室的支持下, 公司目前已成为中国最大的光纤传输设备供应厂商, 占有30%的国内市场份额。产品和服务项目广泛, 销售收入连年攀升, 以每年40%的速度递增, 1996年销售额首次突破1亿美元大关, 创历史记录。

在谈及公司管理时, 鲍尼柯先生说: “人才

Lucent Technologies

Bell Labs Innovations



是企业发展的根本。”公司注重人才的培养, 不惜花时间和资金对员工进行培训, 成立之初就对40多名来自中方合作伙伴的员工进行了系统

培训, 并把一些骨干送到美国总部学习。公司还设有培训中心, 对内部员工进行生产制造管理、产品质量、物流、财务、英语等方面的培训, 并为读工商管理课程及读研究生的员工提供学费。朗讯公司还与上海交通大学开设了培训课程, 使员工经常接受高级管理及技术培训。目前, 高素质的员工主要都是来自上海的名牌大学。

公司在管理中, 努力寻求适合中国文化的管理模式, 注重团队精神的培养; 经常给员工展示公司发展蓝图, 增强每个员工的集体荣誉感和工作责任心; 建立有效的激励机制, 使员

工的业绩与个人收入挂钩, 给每人以发展空间。同时, 注重提高员工的福利待遇, 给工作一年以上的员工提供数量不等的住房贷款, 以改善住房条件。公司内部建立起平等的人际关系, 人人关注企业发展, 发扬团结一心, 奋发向上, 勇于拼搏和开拓创新精神。许多员工经常牺牲休息时间, 忘我工作, 为客户解决难题。

展望未来, 鲍尼柯先生充满信心地说: “中国经济的迅速发展, 得益于改革开放, 同时也给外企提供了机遇, 特别是中国即将加入世贸组织, 竞争和发展的机会更多。”为适应变化的市场需要, 公司董事会决定增资建立一个面积为8.1万平方米以上的新厂房。这样, 上海朗讯将成为国内最大的传输产品生产企业, 并成为朗讯光网络集团(ONG)全球三大供应商之一。随着新生产线的引进, 新产品的技术开发和研发中心的全面启动, 一个崭新的上海朗讯通信将展现在世人面前。让我们一起迎接挑战, 携手共进, 再创辉煌!



新 SMT 生产流水线 The new SMT Production Line.