

"Chinese Economy Boasts Bright Prospect"

我对中国经济非常看好

— Interview with Mr. Bernd Reimeier, the Managing Director of Startup Factory (Kunshan) Co., Ltd.

— 访启德航管理服务(昆山)有限公司总经理赖伯恩先生

□ 本刊记者：彭彦钧



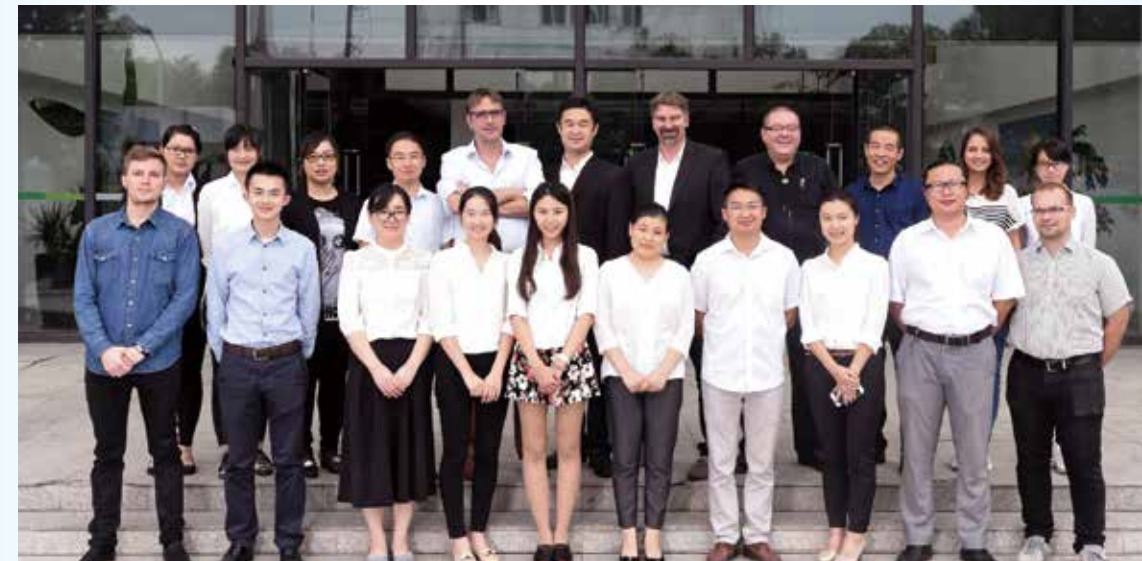
今年6月中旬，在北京人民大会堂举办的以“新技术、新经济、新愿景”为主题的第八届“中德经济技术合作论坛”中，启德航管理服务(昆山)有限公司总经理赖伯恩先生以对昆山经济做出的杰出贡献，通过层层选拔获邀参加了此次活动。在中国总理李克强和德国总理默克尔的见证下，启德航管理服务(昆山)有限公司再次与昆山德国工业园达成共识，未来几年双方将进一步加强合作，扩大生产基地的建设，预计将于2017年完成三期超过三万平方米的厂房建设，为更好的引进德国企业创造有利平台，从而进一步推动中德两国经济持续向好发展。

作为一家专业为德国中小企业提供全方位服务的孵化性企业，成立五年时间的启德航管理服务(昆山)有限公司，在总经理赖伯恩先生的精心运作下，为昆山德国园区引进外资中小型企业已达近三十家，创造利税5亿多元人民币。赖伯恩总经理的工作成就获得了昆山、苏州等当地政府部门的高度认可，先后授予赖伯恩先生“昆山之友”、“苏州之友”等荣誉称号。近日，经济日报《中国经济信息》杂志社记者专程赶赴昆山采访了启德航管理服务(昆山)有限公司总经理赖伯恩先生。

**中国经济信息：贵司在帮助外国企业进入中国市场发展方面有何优势？目前有孵化成功的案例吗？**

**赖伯恩：**德国越来越多的中小型企业希望进入中国市场发展，他们初进中国市场，不需要很大的办公场所和生产车间，没有很大资本招聘财务、行政等方面的人才来运作公司，所以我们成立了启德航管理服务(昆山)有限公司，在他们初进中国时，我们给这些德国中小企业提供办公场所，等到这些企业在中国市场有大的发展时，再可以追加投资，扩大生产规模。我们昆山德国园区的管理方式和经营理念是独一无二的，我们可以引进很多外资进入中国市场发展，帮助他们孵化成功，然后壮大发展，独立运作生产获得利益。

我们园区的主题概念就是帮助德国的中小型企业来中国市场发展，我们通过一些共享



住这些人才。我们的管理理念是给员工提供更多的可能性，对于技术人才，我们会提供到德国接受培训的机会，让员工有自我提升的空间。同时我们为员工提供很好的工作氛围，鼓励员工与管理层之间，员工与员工之间能够进行很有效的交流。我们为员工提供了很多的娱乐设施，同时每年都会举办“员工家庭日”等活动，通过这种方式来提升员工的凝聚力。

**中国经济信息：如何看待中国市场的现状？您对中国市场向好发展乐观吗？**

**赖伯恩：**中国市场是非常重要的市场，我认为中国是在一条非常正确的道路上发展，没有任何经验可以借鉴。所以任何人都没有权利批评。对于中国的发展，肯定会碰到各种各样的问题，包括发展工业，一定会带来环境方面的问题，中国所能做的就是一个问题一个问题的去解决。我们对于中国市场抱着一个很积极的态度。我来到中国已经十七年时间了，看到了中国市场每天都在变化，每天都会带来惊喜。我经常翻出以前的照片，和现在的中国比较，每一时期都有很大的变化，人的变化、市场的变化、环境的变化。全球任何国家都不会有这种经历的。我很乐观，看待中国市场也是非常客观的。我也看到了中国政府在反腐方面的力度，我对中国市场的发展非常看好。

**中国经济信息：中国现在已经成为最具吸引力的投资目的地，未来几年，贵司在中国还有什么样的发展计划。**

**赖伯恩：**我来到中国工作和生活已经有十七年的时间了，非常喜欢中国。虽然中国的观念、规则和德国国有差异，但是希望通过我的接受程度和理解能力，改变目前现有的情况。目前我们和昆山的一些残障学校达成协议，我们的第三期厂房建成以后，我们提供机会，给残障学生在入驻的外资企业中找到适合的工作职位。希望公司能够一步步壮大起来。



资源和其他方式能够推动这些进入中国市场的德国中小企业发展，帮助他们在中国市场一步步壮大。

目前我们公司引进的德国中小企业平均两年就会盈利。其中有五家企业当年获得盈利。

在昆山德国园区，我们引进的一些德国中小企业主要是自动化和机械等领域的企业，其中贝尔格精密机械部件(昆山)有限公司是园区内发展最大的一家企业，现在大约有三千多个员工。这是我们服务的最大一个客户。一些小型客户员工也是有几百员工。这些德资企业来到中国市场，主要是为中国市场提供他们的产品，推动中国市场在工业领域的发展和进步。

**中国经济信息：中国市场现在竞争非常激烈，德国中小企业在中国市场的核心竞争优势体现在哪些方面？**

**赖伯恩：**德国在华发展的企业基本上都是以工业和机械领域为主，来到我们昆山德国园区的德资企业都是以独资的形式在运作和发展，这些德资企业刚来到我们昆山德国园区发展时，开始的资金投入都不会很大，最初主要是在中国进行产品的组装生产，产品研发还是在德国总部。经过几年的发展，这些企业在中国市场的发展初具规模以后，才会在中国市场进行大规模的投入和研发。中国市场的竞争非常激烈，很多国家的企业都在中国市场寻求发展，但是我们认为中国市场的机遇还是存在的。对于德国公司来说，以前的竞争对手是欧美、日本等国家和中国台湾地区的企业，但是现在我们发现，中国大陆的企业已经颇具竞争力，已经和德国企业形成了竞争关系，这从一个侧面说明了中国企业一直在进步。

我们昆山德国园区的二十多家德资企业在技术、产品等方面都处于所在行业的领先地位，当然产品价位也处于较高位置。对于自动化领域的德资企业来说，他们的优势是产品不仅仅提供给中国市场，还要提供给欧美市场等全球性同步市场，这是德资企业的优势所在。

**中国经济信息：中德两国在文化理念和生活习惯等方面有差异，体现在管理方面，也会有管理理念的不同，作为公司总经理，您会把什么样的管理风格带给贵司？**

**赖伯恩：**其实一个企业有多好是由它里面的团队有多好决定的，所以说我们有很多的举措来找到、吸引、培养以及留

At 8th Sino-German Economic and Technical Cooperation Forum themed by "New Technology, New Economy, New Vision" in Beijing Great Hall in middle June, 2016, Mr. Bernd Reitmeier, the Managing Director of Startup Factory (Kunshan) Co., Ltd., honorably got invited to this event via multiple-level selection by virtue of his prominent contributions to the economy in Kunshan. In the witness of Chinese Premier Li Keqiang and German Premier Merkel, Startup Factory (Kunshan) Co., Ltd. reached consensus with Kunshan German Industrial Park again: both parties will further enhance cooperation in the next several years and expand the construction of the production base. It is predicted that the construction of over 30,000m<sup>2</sup> plants in three stages will be completed by the year of 2017 to create a favorable platform for better introduction of German enterprises so as to boost the sustained positive development of Sino-German economies further.

As an incubator enterprise dedicated to overall service for German SMEs, 5-year old Startup Factory (Kunshan) Co., Ltd., under the elaborate operation of Mr. Reitmeier, has introduced nearly 30 foreign-funded SMEs for this Park, creating the profit and tax of over RMB 500million. His achievements have been highly recognized by local governmental departments in Kunshan and Suzhou, which successively awarded Reitmeier such honorable titles as "Friend of Kunshan" and "Friend of Suzhou". Recently, the magazine Chinese Economic Information of Economic Daily made a special trip to Kunshan for the talk with Reitmeier.

**Chinese Economic Information: What advantages does your company boast in helping the foreign enterprises enter the Chinese market for development? Have you completed certain successful incubation case(s) so far?**

**Reitmeier:** Increasing German SMEs hope to enter the Chinese market for development. Entering this new market first, they do not need large offices and plants and have no large capital to recruit talents in finance and administration, etc. to operate their companies, so we established Startup Factory (Kunshan) Co., Ltd. to provide offices for these German SMEs at their entry into China and to enhance investment for production expansion after their great development in the Chinese market. The management mode and operation concept



of our Kunshan German Park is quite unique: we can introduce multiple foreign-funded companies into the Chinese market for development, help them achieve successful incubation, then grow and expand and conduct independent operation and production to acquire benefit.

The theme concept of our Park is to help German SMEs enter the Chinese market for development, boost their development in the Chinese market via some shared resources and other modes, and assist them achieve gradual expansion herein.

So far, the German SMEs introduced by us have made profit within two year in average, and five of them have made profit just in the current year.

In Kunshan German Park, the German SMEs we have introduced are focused on such fields as automation and machinery, among which, Berger Precision Machinery Parts (Kunshan) Co., Ltd, enjoys the largest development in this Park. As our current largest client, it boasts about over 3000 employees; while some small clients may boast hundreds of employees as well. Entering the Chinese market, these German-funded enterprises mainly provide their products for the Chinese market and boost the development and progress of the Chinese market in the industrial field.

**Chinese Economic Information: Faced with the greatly fierce competition in the Chinese market so far, what core competitive advantages do the German SMEs boast herein?**



**Reitmeier:** With German enterprises developing in China basically focused on industry and machinery, all those stationing in Kunshan German Park operate and develop with proprietorship and generally do not invest much at the beginning of their development in this Park: mainly assembly and production of products in China with research and development of products still at the German Headquarters. Over several years of development, these enterprises will conduct large investment, research and development in the Chinese market after their development takes shape in China. Despite the pretty fierce competition in the Chinese market - a great arena of various enterprises from multiple countries in pursuit for development, we still believe in the opportunities herein. As for German companies, their previous competitors are those from North America, Europe, Japan and Chinese Taiwan, etc., but now we discover that those of the Chinese Mainland have become quite competitive and formed competition relation with the German enterprises, which, from a profile, demonstrates the constant progress of the Chinese enterprises.

Over twenty German enterprises in our Park lead their appropriate industries in such aspects as technology and product and certainly to certain degree in price as well. As for the German enterprises in the field of automation, they are quite advantageous in that their products are not only for the Chinese market but also for such global synchronized markets as North America and Europe, which is just where the German enterprises present their advantages.

**Chinese Economic Information: Under divergences in such aspects as cultural concept and living habit between China and Germany, their management concepts differ as well in management, so as the General Manager, what management style do you bring to your company?**

**Reitmeier:** In fact, the excellence of an enterprise is



based on that of its teams, and thus we have made multiple measures to find, attract, cultivate and retain these talents. Our management concept is to provide increasing possibilities for the employees: as for the technical talents, we provide opportunities for them to accept training in Germany so as to enable their self-promotion. Meanwhile, we provide quite favorable working atmosphere for the employees - encourage quite effective communication between employees and management and among employees. We also provide employees with multiple recreation facilities and meanwhile hold such events as Employee Family Day annually to promote cohesion of employees.

**Chinese Economic Information: How do you think about the current status of the Chinese market? Are you optimistic about the positive development of the Chinese economy?**

**Reitmeier:** The Chinese market is of great significance. As far as I'm concerned, China is developing on a quite correct path, without any experience borrowed in, so nobody is entitled to offer criticism. Definitely, the development of China will be faced

with various challenges, e.g. the development of industry certainly will bring about the environmental problems, and thus what China can do is to address them one by one. We hold a quite positive attitude towards the Chinese market. Having been in China for 17 years, we have witnessed daily changes in the Chinese market, with pleasant surprise(s) every day. Watching the previous photos hereon, I always wonder at the great transformations into today's China, great changes occurring to people, market and environment herein in every period, which no other country in the world can experience. With great optimism, I hold quite objective view on the Chinese market. Having felt the great strength of the Chinese government in anti-corruption, I become more optimistic about the development of the Chinese market.

**Chinese Economic Information: China has already become the most attractive investment destination so far. But what plan(s) has your company formulated for your development in China in the coming years?**

**Reitmeier:** Having worked and lived in China for 17 years, I have fallen in love with China greatly. Despite the divergences of the Chinese concepts and rules from the German ones, I hope to change the current situation via my acceptance level and comprehension capacity. So far we have signed some agreements with some schools for the physically disabled. After the completion of our Phase III plant, we will provide opportunities for the physically disabled students to find suitable working posts in the stationed foreign enterprises. And I'm expecting gradual furtherance of the corporate growth and expansion.