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新闻与趋势

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中国采购  
管理评论

China's Procurement Review

Dragon Sourcing

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China thinks "green"  
in procurement  
中国采购的“绿色”  
思考

China is going to promote Green Government Procurement System step by step. State Environment Protection Administration issued a green products inventory for government procurement, which includes 856 products with China Environmental Labeling. From January 1st this year, central and provincial-level governments are asked to give priority to products proven to be environmental-friendly. The policy will be further implemented at all government levels from 2008.

中国将逐步推广政府绿色采购制度。国家环保总局颁布了政府绿色采购产品清单, 包括856种中国环境标志产品。

从今年1月1日起, 中央和省级政府要求优先采购环保产品, 这项政策将从2008年起在各级政府全面实施。

Government procurement grows every year  
政府采购逐年增长

Chinese governments at all levels spent 292.76 billion Yuan (USD36.6 billion) on procurement in 2005, which is an increase of 37% year-to-year, and accounted for 1.6% of GDP. 300 billion Yuan (USD37.5 billion) are likely to be spent on government procurement in 2006, up 5 billion Yuan (USD621 million) from 2005.

The value of government procurement has been growing at an annual average rate of 77.9% since 1999 when the Government Procurement Law came into effect. Spending on engineering projects and service industries makes up 45.2% and 6.7% respectively of the total volume. China aims to use government procurement to spur economic growth in less developed areas and small and medium-size enterprises.

中国各级政府2005年采购规模达到292.76亿元(366亿美元), 比上年同期增长37%, 占全国GDP的比重为1.6%。2006年政府采购额可能会达到3000亿元(375亿美元), 比上一年高出50亿元(6.21亿美元)。

自1999年政府采购法颁布实施以来, 政府采购规模年平均增长77.9%。工程项目和服务行业的采购支出分别占总额的45.2%和6.7%。中国旨在利用政府采购推动落后地区和中小企业的经济发展。

China cooperates with UNICEF  
中国同联合国儿童基金会合作

China and UNICEF will work together to help Africa. Given China today is such a big producer of commodities, UNICEF believes that there is much China could do to help the children in Africa to survive, such as providing mosquito nets and medicines to treat malaria, as well as other pharmaceuticals and vaccines. UNICEF bought US\$1.1 billion worth of commodities in 2005, a 38 percent increase over the year before. US\$26.3 million was direct procurement from China, and there was probably 3 times more through indirect procurement. The cooperation between UNICEF and China will provide African countries with a unique opportunity to get more from China at low cost.



中国将同联合国儿童基金会携手帮助非洲。鉴于中国目前是日用品生产大国, 联合国儿童基金会认为中国在帮助非洲儿童生存方面大有作为, 诸如可以提供蚊帐、治疗疟疾的药品、以及其它医药品和疫苗等等。

联合国儿童基金会在2005年购买了价值11亿美元的物品, 比上一年增长了38%。其中2630万美元直接从中国采购, 另外三倍于此价值的物品来自于非直接采购。中国同联合国儿童基金会的合作将给非洲国家提供一个独特的机会, 以更便宜的价格从中国得到更多的物品。

## Shanghai attracts more sourcing companies

### 上海吸引更多采购公司

Shanghai has established a special sourcing platform, with a series of preferential policies and improved efficiency in customs, and attracted a growing number of foreign sourcing companies. A total of 334 sourcing multinationals had opened businesses in Shanghai by October 2006, with 120 among the top 500 global enterprises. These companies purchased more than US\$50 billion worth of goods from the city in 2005, one-sixth of the amount in China. By the end of 2008, Shanghai is expected to welcome 500 multinational sourcing institutions.

The annual international sourcing fair in Shanghai is the largest of its kind in China. The 2006 International Sourcing Fair (Shanghai, China) attracted more than 8,000 domestic suppliers, with 70% from outside the city. More than ten major sourcing fairs have been held in Shanghai last year.

上海已经建立了一个特殊的采购平台，一系列的优惠政策和通关效率的不断提高吸引了越来越多的国外采购公司。截至2006年10月，344家跨国采购机构在上海开展业务，其中世界500强企业就有120家。这些公司2005年在上海购买了价值500亿美元的货物，占其中国采购总额的六分之一。到2008年底，预计会有500家跨国采购机构落户上海。

每年在上海举办的国际采购大会是中国此类展览会当中最大规模的一个，2006年中国上海国际采购大会吸引了8000多家国内供应商，70%来自上海以外省市。去年有超过10个主要采购博览会在上海举办。

## Fiat agrees on supply deal with Chery

### 菲亚特与奇瑞签署采购协议

Italian car manufacturer Fiat Auto will purchase 100,000 1.6 and 1.8 liter gasoline car engines annually from China's Chery Automobile Company. These engines will be installed in Fiat cars manufactured both inside and outside China, which provides Fiat with the opportunity to increase productivity of its product range for the international market.

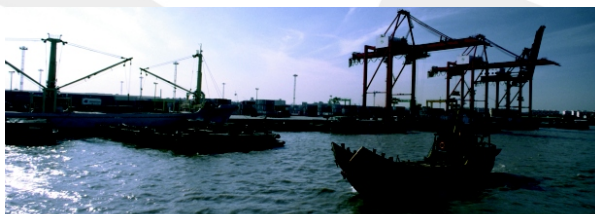
意大利汽车制造商菲亚特公司将每年从奇瑞汽车公司购买10万台1.6升和1.8升汽油发动机，这些发动机将会安装在中国和中国以外地区生产的菲亚特汽车上，将极大提高菲亚特在国际市场产品系列的产能。

## China International Purchase Center under construction

### 中国国际采购中心在建

China International Purchase Center (CIPC), located at Kunshang in Jiangsu Province, is now under construction. With total investment of 6 billion Yuan and total area of 1.8 million m<sup>2</sup>, it is up to now the largest international exhibition and trading platform in China. The philosophy of CIPC, the idea of integration of temporary and perennial exhibitions is even rarely seen in Europe and U.S. It will also offer other services such as logistics and e-trade. The project will be completed this year.

正在建设中的中国国际采购中心 (CIPC) 位于江苏省昆山，总投资60亿元人民币，建筑面积达180万平方米，是至今为止中国最大的国际性展馆和贸易平台。CIPC旨在以临时展览与常年展览相结合，这在欧洲和美国也不多见。它还将提供后勤运输和电子网上交易等配套服务。项目将在年内竣工。



## Cummins boosts China local procurement

### 康明斯推动中国当地采购

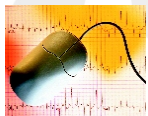
Cummins Inc., U.S. Engine maker, aimed to boost its local procurement to up to USD100 million in 2006. And it could rise further to USD300 million by 2008-2009 and USD500 million by 2010. Cummins expects China to remain a low-cost sourcing base despite appreciation of the Chinese currency, and believes China could still provide the cost advantages, at least in the next five to ten years.

美国发动机制造商康明斯公司计划在2006年就将中国当地采购额提高到1亿美元，在2008到2009年时进一步增加到3亿美元，2010年达到5亿美元。虽然人民币增值，康明斯公司依然希望保持中国这个低成本采购基地，相信至少在未来五到十年中国仍将提供成本优势。

**IKEA updates forecasting system 宜家更新预测系统**

Ikea has deployed a demand forecasting system to manage suppliers working with longer lead times. The furniture retailer wants to purchase more of its goods from a smaller number of suppliers in low-cost regions such as Asia. By using countries that are further from its European headquarters, Ikea needs to forecast its demand for those products earlier. Focusing on low-cost countries and cutting back on suppliers will help Ikea to improve profits and make its management system more efficient.

宜家已经采用一套需求预测系统,以便管理交货时间较长的供应商。这家家居零售商家希望从亚洲低成本地区购买更多的货品,减少供应商的数量。这些国家远离其欧洲总部,宜家需要提前预测这些货品的需求。集中在低成本国家并且减少供应商数量能够帮助宜家改善效益,使其管理系统更有效。

**PACCAR expands its sourcing in China  
PACCAR发展中国采购**

PACCAR is expanding its business in Asia by opening an office in Shanghai this year. The office will focus on purchasing production parts for worldwide operations, as well as the sale of PACCAR power train components to customers in Asia. In complement with its existing sales office in Beijing, the Shanghai office will

**DENSO speeds up localization 电装加速本地化**

Japan-based DENSO Corporation, a leading global automotive technology and component supplier, showed great efforts to pick up the pace in localization in China. It has established ten new facilities in China over the past two years and 55% of its products have been manufactured here. In 2004, only 30% of DENSO's products sold in China were localized, mainly including resin and plastic components. DENSO began producing many other products in China in 2006. The corporation has raised the proportion of its localization in China to 55% at present and the figure is expected to reach 70 to 80% in 2008. The ultimate goal is 100% localization.

全球领先汽车技术和部件供应商日本电装公司努力加速中国本地化的进程,过去两年中已在中国建立十处新设施,55%的产品在中国生产。

2004年,只有30%在中国销售的电装产品是在本地生产的,主要包括树脂和塑料部件。2006年电装开始在中国生产其它部件。公司已经将中国本地化的比例提高到了目前的55%,这个数字将在2008年达到70%到80%,直至最终目标100%。

increase PACCAR's participation in the Chinese market and expands its presence in China.

PACCAR拓展在亚洲的业务,今年将在上海设立办事处,主要为其全球业务采购生产零件,同时把PACCAR的传动系部件销售给亚洲的客户。与北京销售办事处相辅相成,上海办事处将加强PACCAR对中国市场的参与,扩展其在中国的业务。

**procurement function is totally integrated with Essilor instruments' global procurement function.**

众所周知,依视路的矫正镜片全球领先,同样,依视路设备在世界光学仪器市场也占有领先的地位。依视路设备亚太总经理季蒯先生告诉了我们一些设备部全球采购的情况。

**Global purchasing director with  
an engineering background**

Mr. Guillet-Belaud entered a famous French company Airliquid after gaining his degree in mechanical engineering. During the following six years, as a project manager, he worked closely with customers and purchasing teams. He started his procurement career when he joined Essilor in 2001 as purchasing manager.

He received his professional procurement training at EHS, a leading French business school. After helping to establish two companies for Essilor Instruments respectively in France and the U.S., he was transferred to China last year to assume general management responsibility for the Division in Asia. Seeing the sourcing potential that exists in such a big market, he decided to make a strong push to promote purchasing

within Essilor from this country. Mr. Guillet-Belaud now also acts as global purchasing director for Essilor Instruments.

**工程师出身的全球采购总监**

季蒯迩先生在取得机械工程学士学位之后进入法国著名的Airliquid公司工作,在六年的时间里,作为项目经理,他同客户和采购团队紧密合作。2001年加入依视路公司以后,作为采购经理正式开始了他的采购职业生涯。

他在法国顶尖商学院接受了采购职业培训,他协助公司分别在法国和美国两处设立工厂,去年被派来中国,担任设备部亚太总经理的职务。看到一个巨大市场存在的采购潜力,他决心要推动依视路内部从中国地区的采购,季蒯迩先生现在同时兼任依视路设备部的全球采购总监。

## Procurement strategy for China: focus on high value parts 中国采购战略：关注高价值部件

A new plant, the first in China for Essilor Instruments will be launched in March of this year. The procurement for this local factory will be all localized. The global sourcing platform has already been set up. Currently 10% of the international purchasing for the plants located in France and the U.S. was conducted in China. This percentage keeps increasing.

“We choose the high value mechanical parts and try to source these parts from China. For the low value ones, we have renewed our contracts with our European suppliers because we have already established a long-term strategic partnership with them and our R&D activities need their continuous support.” Mr. Guillet-Belaud told us, “For electrical parts, it really depends on the products but definitely more and more of this category will be sourced from China. And for the standard components, we are observing the same trend.”

依视路设备在中国的第一家工厂将在今年三月设立，这家工厂的采购全部实行本地化。全球采购平台已经建立，目前法国和美国工厂10%的采购在中国完成，这个比例在不断增长。

“我们选择高价值的机械部件，尝试从中国采购。低价值的部件，我们仍同欧洲供应商续约，因为我们已经同他们建立了长期的战略合作关系，我们的研发活动需要他们不断的支持。”季离述先生告诉我们，“电子部件要视产品而定，不过肯定的是越来越多的这类部件会放在中国采购。在标准配件方面，也是同样的趋势。”

### Small team, big roles 小团队，大角色

The procurement team for Essilor Instruments in China comprises five people: two purchasing managers, two quality supervisors and one quality controller. They are all local people with five to eight years' working experience in this field. In France, there are seven purchasers and in the U.S., only one. These 13 people form the global purchasing team for Essilor Instruments division, a small team but with big roles and responsibilities.

With Mr. Guillet-Belaud, global purchasing director located in Shanghai, China has become the priority center of its low cost country sourcing program. The Chinese procurement function is totally integrated with Essilor instruments' global procurement function.

依视路设备在中国的采购团队有五名成员：两位采购经理、两位质量主管和一位质量监控员，他们都是本地人，在这个领域有五到八年的工作经验。在法国，有七位采购人员，在美国，有一位。这十个人组成了依视路设备部全球的采购团队，规模虽小，但是担负着重大的责任。

全球采购总监季离述先生在上海办公，中国已经成为低成本国家采购项目的中心。中国采购职能与依视路设备的全球采购职能是完全吻合的。

## Performance measurement targets at savings

### 绩效评估目标在于成本节约

“When we set up this sourcing platform in 2006, we made our action plan for three years, 2006, 2007 and 2008.” Mr. Guillet-Belaud said, “Every one in the procurement function has monthly, yearly and 3-year targets. When we measure the performance, we look at the indicators such as underway savings, secured savings and target savings. These indicators are also used at the Group level.”

“2006年设立采购平台的时候，我们就制定了今后三年2006、2007和2008年的计划。”季离述先生说道，“采购团队的每个人都设定了月度、年度和三年的目标。考核业绩的时候，我们会看一些诸如进行中的成本节约值、已经实现的节约值和目标值等指标，这些指标适用于整个集团范围。”

## Key challenge: keep the procurement talent

### 最大的挑战：留住采购人才

For Mr. Guillet-Belaud, the main challenge is to retain the procurement talent in the team. This is the problem that many top procurement managers are facing right now in China.

In order to retain the procurement talent, he believes that he needs to do the following:

- Show great respect to local procurement professionals, to their skills and performances, and no make no differentiation between resources in China and in the West.
- Organize training frequently.
- Pay a good salary, but not the top range.
- Create a very friendly atmosphere, and build a team spirit.

Mr. Guillet-Belaud also pointed out that the analytical and administrative work skills of some local procurement people needed to be improved in order to implement world class procurement practices in China.

季离述先生认为，留住团队中的采购人才是最大的挑战，这也是目前在中国许多采购高层管理人员所面临的问题。

他相信为了留住采购人才需要做以下这些努力：

- 尊重中国当地的采购人员，尊重他们的技能和表现，对中国和西方人员一视同仁，不能区别对待。
- 经常组织培训。
- 提供好的薪酬待遇，但不是最高的。
- 营造友好的氛围，创建团队精神。

季离述先生同时指出，要在中国实施世界先进的采购实践，部分中国采购人员的分析能力和文字资料工作技巧有待提高。

Leica Microsystems, headquartered in Wetzlar Germany, is a well-known optical and science equipment manufacturer. As part of its global development strategy, in 1995 Leica established its joint venture "Leica Microsystems Ltd., Shanghai". In 2005, Leica Microsystems joined the Danaher Corporation. With a history of more than 150 years, Leica has always committed itself to the brand strategy to focus on innovation, leadership, professionalism and quality. We were given the opportunity to talk to Mr. Gary Wang, purchasing manager of Leica Microsystems in Shanghai.

**Q: Could you give us a brief introduction about your background and experience?**

A: I majored in engineering and foreign language for my undergraduate studies. After graduation I started my career in Schindler as a sales engineer, handling order processing and managing customer relations. I entered Leica in the year 2000 as purchasing manager. My technical background and strong business sense helped me to gain this challenging position.

**Q: So you started your procurement career in Leica. How do you recruit your purchasing team members?**

A: I pay a lot of attention to the candidate's business skills, such as logic thinking, business sense, and communication skills. I also look at the candidate's technical background and purchasing experience. But from my perspective, a person's business attitude, analytical skills and cultural background seem to be more important. Purchasing skills are not too difficult to learn in practice.

**Q: What are the main functions for purchasing in China?**

A: Our purchasing team has three different functions: sourcing and vendor management, including supplier relationship management and supply base integration; logistics for order processing; and IQC, incoming quality control. Some companies might attribute quality control to the quality management department. The objective in integrating it into our function is to create a seamless process, clarify responsibilities and start the quality control process early in the supply chain.

**Q: Could you please share with us some basic facts about Leica's global purchasing and purchasing in China?**

A: Plants for Leica Microsystems are located in Europe, Singapore and Shanghai. We have a low cost country sourcing program driven from Europe, mainly focused on China, Singapore, India and other south-east Asian countries. Corporate global purchasing gets the necessary support from the Chinese purchasing team and we share the supply base.

As to our local purchasing, finding the proper suppliers is sometimes very hard. We have more than two thousand types of goods. Let me give you the following statistics. On average, we deliver around 40 pieces only of our end products each month. You can imagine how difficult it is to manage such low volumes with such a high variety.

**Q: So your spend portfolio is typical Low Volume High Mix portfolio. How do you manage it?**

A: We try to consolidate our suppliers. Currently 75% of our products are purchased from about twenty suppliers. For some of the parts with low volumes, we sign a framework contract with

the suppliers and carry out quantity orders. Additionally, we work with our suppliers to reduce their cost and gain reasonable margin. That's how we maintain a long-term relationship with our suppliers.

**Q: How do you measure the performance of your purchasing function in China?**

A: We utilize the indicator QDCI, which represents Quality, Delivery, Cost and Innovation. We consider Innovation as an essential indicator, not only because we need to continuously improve the purchasing function itself, but also because we must contribute to the product and technical innovations.

**Q: What kind of systems do you use for purchasing?**

A: We used to use an MRP system (SAP). The major problem with this system is that it is difficult to forecast market needs, which has a great influence on our purchasing plan and inventory levels.

After we joined the Danaher Corporation, we began to employ DBS - Danaher Business Systems, which is based on the "Kaizen" (principles of continuous improvement). We took two main actions:

- First, we introduced the Kanban concept, turning the traditional "push" manufacturing philosophy into a "pull" system in response to customers' needs.

- Secondly, we reduced the lead time from more than 30 days to less than 7 days. We practiced JIT production to reduce the inventory level. We send our vehicle, which we call "milk float", to our suppliers' warehouses for daily pick-up.

By all these actions, we are able to respond to the market needs quickly and effectively.

**Q: Could you please assess the competitiveness of the Chinese suppliers compared to their global competitors?**

A: I just returned from a business trip to Vietnam. The industrial parks there are very advanced with plenty of skilled workers, which are very cost competitive. I think Chinese suppliers should pay more attention to process and quality control. The people factor is also important. From the operators' level, everybody should be educated to have a real sense of ownership and responsibility.



徕卡显微系统是世界著名的光学和科学仪器制造厂商，总部位于德国Wetzlar。作为全球发展战略的一部分，徕卡于1995年建立了合资企业“徕卡显微系统上海有线公司”，2005年徕卡显微系统加入Danaher公司。徕卡拥有150多年的历史，一直遵循其品牌战略，着力于创新、领先、专业和质量。我们很高兴有机会同徕卡显微系统上海有限公司采购部经理王嘉浩先生交谈。

**问：请简要介绍一下你的背景和经历。**

答：我在大学学的专业是工程和外语，毕业之后进入迅达电梯，任销售工程师，负责订单处理和客户关系管理，2000年加入徕卡，担任采购经理，我的技术背景和强烈的商业意识使我得以获得这个挑战的职位。

**问：于是你在徕卡开始了采购职业生涯，那你是怎样招聘采购团队的？**

答：我很注重应聘者的商业技能，例如逻辑思维能力和商业意识和沟通技巧等，我也会看应聘者的技术背景和采购经验，但是在我看来，一个人的处事风格、分析能力和文化背景似乎更重要一些，采购技巧在实践中不难学到。

**问：中国采购的主要职能有哪些？**

答：我们的采购团队有三个不同的职能：采购和供应商管理，包括供应商关系管理和采购基地整合；订单处理的后勤物流保障；以及收货质量监控。一些公司可能会把质量控制归质量管理部门，我们把它列为一大职能的目的就是想合并这些职能，分清职责，在供应链的最前端启动质量控制程序。

**问：请你谈一下徕卡全球采购和中国采购的一些基本情况。**

答：徕卡显微系统的工厂分布在欧洲、新加坡和上海。我们有一个从欧洲推动的低成本国家采购计划，主要关注中国、新加坡和其它东南亚国家。公司全球采购从中国采购团队得到应有的支持，我们共享采购平台。

关于中国当地的采购，有时候找到合适的供应商非常困难，我们的货品种类超过两千种，我可以告诉你一个数字，好让你有个概念：我们每个月每一种产品平均发运40件，你可以想象种类如此繁多，数量又那样小，有多难。

**问：这是典型的低数量高混合的采购，你是怎样应对的？**

答：我们试图整合供应商，目前75%的产品从二十多个供应商那里采购，对于一些数量少的部件，我们同供应商签订框架协议，实行总量订单。另外，我们同供应商一起努力减少他们的成本支出，让他们得到合理的利润，这也是我们能够同供应商保持长

期合作的原因。

**问：中国采购职能的业绩是怎样评估的？**

答：我们采用QDCI指标，分别表示质量、发货、成本和创新。我们认为创新是一个重要的指标，不仅因为我们需要不断地改进采购职能本身，而且我们必须要为产品和技术创新做出贡献。

**问：你们运用什么类型的采购系统？**

答：我们以前用MRP系统（SAP），MRP系统最大的问题在于难以预测市场需求，极大地影响我们的采购计划和库存。

加入Danaher公司后，我们开始运用DBS Danaher商业系统，它其实更是一种概念和“Kaizen”（改善）的一种过程。我们采取的主要步骤是：

- 首先，我们引入了看板的概念，从传统的“推动”式生产理念转变为“拉动”系统，以回应客户的需求。

- 其次，我们把交货周期从以前的30天以上缩短为7天之内，我们用准时生产方式减少库存。我们每天派车，俗称“牛奶车”，到供应商仓库取货。这样一来，我们可以更快更有效地满足市场需求。

**问：中国供应商同世界其它地区供应商相比，竞争力如何？**

答：我刚从越南出差回来，那里的工业园非常的先进，熟练工人众多，在成本上非常具有竞争力。我认为中国供应商应该更注重程序和质量管理控制，人的因素也极其重要，从操作工的层面开始，要教育每个人，拥有一份责任感。

