Market research For ELMA BV

Purchase & sale

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Foreword

Today China plays a crucial part in the global economy, which seems as a good opportunity for foreign companies to invest in China. Because of this, lots of the foreign companies have built their subsidiaries in China. ELMA.BV is one of them, having built her daughter company in Wuxi in 2011, a nice city near the Chinese economic center - Shanghai.

Considering the differences of language, culture, and the way of thinking, ELMA.BV hired me as a researcher to find the suppliers and customers in the Chinese market. After four months of work, I completed this report with the following conclusions and recommendations for ELMA.BV.

In this report, I am mainly focusing on finding the suppliers and potential customers in China using internal analysis, external analysis, SWOT analysis and Confrontation Matrix. After I had collected the data of suppliers and potential customers, I analyzed it with the theories learned in school and found on the internet. Finally, I got the conclusions of the assignment.

I found all the information of the Chinese market on the official website. In addition, information of suppliers and customers was got by phone call and email.

All the research was done by myself, with the guidance of my supervisor: Joep de Jong and purchasing manager: Robin Burgman.

All the information in this report had been checked and approved by the company.

During the last 4 months, I also helped ELMA. BV to make some inquiry sheets to the Chinese suppliers and translated some documents of the Company management, which also helped me to finish the research.

Here, I express my appreciation to ELMA. BV for offering me the opportunity to do the internship for five months.

I am grateful to my in-company supervisor: Joep de Jong, school mentor: W.T.Korevaar and my colleague: Robin Burgman. They helped me a lot on my assignment.

Finally, I want to say thanks to all colleagues. All of them are courteous and kind. They make me feel ELMA like a big family.
Summary

After 4 months’ internship, I completed this report which focuses on the assignment: **find the suppliers and potential customers in China.**

ELMA has been proving itself as a company with a great deal of expertise within the sphere of electrical drive and operating technologies for decades. WUXI ELMA is the daughter company of ELMA.BV, built in the middle of 2011 and moved to a new address in May of 2012. Wuxi ELMA's target customer is the customer who had business with ELMA. BV in Europe and who have built or planned to build a Chinese company.

In order to develop Chinese business, ELMA WUXI decides to find some potential customers in China and try to purchase the products in China to take advantage of the lower cost and cheaper labor.

**The problem definition of the assignment:**

**Main question:** Find the suppliers in China which can supply high quality products and dependable service.

**Sub-question:** Make a list of the potential customers in Chinese market (target customer: European companies who had recently built their Chinese factories or branches)

**Sub-question:** Compare the cost of purchasing in China and purchasing in the Netherlands.

**The conclusion of the problem is below:**

**Main conclusion:**
Three biggest suppliers: Hite, ZYD and Hagemeyer have the high market share and they can provide the high quality products with wide products range.

Other suppliers cannot provide a wide range of the branch which ELMA needs, but the price of the same product may be lower than the three biggest suppliers.

All these suppliers need be verified in their local Chinese company, which will be done in the future.

Because of the language and culture difference, the whole process of finding the suppliers is in Chinese business way.

**Sub-conclusion:**
In the report, there is a whole process of finding potential customers from existing customers and also other methods like social media, internet, and other media. After that, I created the potential customer list.

**Sub-conclusion:**
After combining the cost of the product itself, the import tax cost and the shipment fee, I concluded that the total costs of importing the products from the Netherlands is always
much higher than purchasing from Chinese suppliers. The definite cost difference is based on the product’s type and the amount ELMA Wuxi needs.

**Recommendations:**
Here, I have some advice to the company:

1. The way of doing business is quite different between China and Europe. Therefore, there should be a Chinese employee in the company to adjust the difference and solve the language problem.

2. As I lived in the Netherlands in these four months, I did not have the opportunity to have face to face meetings with suppliers and customers. These should be done in the future, not only for having a visit or doing the business, but also for building the relationship and certify their company.

3. The matters that need to be discussed in the meeting with the suppliers are the discount of price, delivery time and added value services. When meeting with the customer, the most valuable thing that should be discussed are the payment and the detail of the cooperation.

4. Because of the language problem, to contact the Chinese suppliers and customers, the best way is to make a phone call in Chinese. According to the habit of Chinese people, phone call is much more efficient than the email.

5. QQ, one of the most popular internet chatting software similar to MSN, is also an excellent way to contact person of suppliers and customers.
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1. Introduction

1.1 Background

With the development of the electrical industry in China, more and more foreign companies were attracted to build their factories or subsidiaries in China. Some of them had long-term business cooperation with ELMA. BV in Europe.

This was an excellent chance for ELMA to develop their Chinese business, as the customers of ELMA.BV in Europe also want to have the same quality of products and services in China, and they also want to continue doing business with ELMA. BV in China. Because of this, ELMA.BV built their Chinese daughter company in Wuxi, China.

As I am a Chinese student who can speak both English and Chinese and also having training in the field of commerce, in these four months, I helped ELMA. BV to find suppliers and customers in China and also helped them to build their Chinese company: ELMA Wuxi.

1.2 The fully introduction of the assignments

Market research for ELMA Wuxi, focusing on the sales part and purchase part.

Sale part:
ELMA Wuxi wants to be in the segment where the added value as Western European manufacturer is appreciated. That is why ELMA searches for potential customers at Western European companies with a presence in China.
Task: Inventory Western European companies in the Marine and offshore sector as well as the crane building industries who have recently established themselves in China, and investigate locally the need for the products and services.

Purchase part:
Gain knowledge of how the head components in China are distributed, directly from the head office, or by distributors. Further we would like to know if the components for the Chinese market are produced in China. If so that will be the price difference between the local purchase prices in China compared and the local prices we pay here in the Netherlands.

1.3 Problem definition

Main question: Find the suppliers in China which can supply high quality products and dependable service.

Sub-question: Make a list of the potential customers in Chinese market (target customer: European companies who has recently built their Chinese factories or branches)
Sub-question: Compare the cost difference of purchasing in China and the Netherlands.

1.4 Methodology

To find the suppliers in China, I used the survey to collect the suppliers’ company information and certificates of the suppliers. The questions of the survey are mainly about the basic company information, financial situation and added value services. These questions can help me collect detailed information of the suppliers which can be used in the assessment process and selection process.

After I had finished collecting the information, I tried to assess the supplier with the location, company scale, previous year’s sales volume, financial situation, amounts of the agent brand, and response time. The company scale and previous year’s sales volume can show me the operation situation of this company. The financial situation and the amounts of the agent brand can be linked to the strength of the company. These four parts are also used to evaluate the risk of the cooperation. The location is extremely crucial for some urgent technical support which should be solved as soon as possible. The response time can be used to measure the attitudes of the suppliers, whether they think ELMA WUXI is a valuable customer or not. Then I grade the suppliers with these aspects according to the information I collected.

In the process of finding potential customers in China, I searched on the internet about European companies who had recently built their Chinese factories or branches. Then I made a list of such companies. If needed, in order to find the possibilities of cooperation in the future I will also contact these potential customers to introduce ELMA Wuxi. The possibilities are based on the customer’s company developing plan, the products they need, the products they sell, such kinds of this information. To determine the cost difference of purchasing between China and the Netherlands, I tried to compare the price quotes from Chinese suppliers with the prices in the Netherlands. Then I analyzed some sample information to determine the impact on the overall difference of other costs such as shipment fee, import fee, and tax costs.

1.5 Report structure

The structure of the research includes following parts:

Internal analysis:
This part is mainly about analyzing the information of the ELMA Wuxi itself, with the company introduction, company history, supplies needed and products offered.

External analysis:
In this part, I do the Introduction, and PEST analysis of the Chinese market. Besides these
two, I also analysed some information about the competition and culture difference.

**SWOT analysis & Confrontation Matrix:**
The analysis results of the Strength, Weakness, Opportunities and Threats of ELMA WUXI in Chinese market. These results were used as the key factors when making the standard of suppliers’ selection, the targeting of suppliers and customers and positioning of ELMA Wuxi in the Chinese market. Then I use the Confrontation Matrix to further analyze the relationship between the S.W.O.T. and make a table to show the result.

**Purchasing part:**
This part is about finding the suppliers in China who are interested in having long term cooperation with ELMA WUXI and can provide high quality products and service. I tried to find the suppliers on the internet and collected their information like website, contact person, and e-mail address. Then I made a survey and sent it to 20 suppliers in China, which include three flagship suppliers in Chinese market: HITE, Hagemeyer and ZYD. Finally, I received 6 replies and the three biggest suppliers are included in these 6 replies. Then I collected all the information of the suppliers, including the business licenses, tax registration certificates and products agent proofs.

Finally, I analyzed the total cost difference of purchasing between China and the Netherlands. As I do not have the detail product need-list at this moment, I compared the prices of the ordinary products ELMA. BV used in the Netherlands and the price I got from the Chinese suppliers, factoring in some other costs like taxes, labor, and transportation.

**Sales part:**
This part is about finding the potential customers in the Chinese market. The standard of the customer is that the customer has a mother company in Europe, and the customer is in the Marine, offshore sector, or Crane building industries.

I tried to search the possibilities from existing customers of ELMA.BV and then I searched the potential customers in the other method like B2B website, official magazine, official BBS, Exhibition, etc.

Finally, I created the potential customer list.

**Bibliography:**
In this section, I list the theory I used in the report with the detail information and links.

**Appendix:**
In this section, I list the useful information which is too long and cannot be included in the report.
2. Internal Analyze

2.1 Company Information

![Company Logo]

Figure 1. Company Logo

**ELMA BV: Expert in electrical engineering**

ELMA is an electrical engineering expert based in Soesterberg, The Netherlands. ELMA began some seventy years ago as a repairer of all types of motors and generators. Over the years, ELMA has grown into a sizeable company with three departments: Projects, Sales and Services.

**Since 2002.**

ELMA can justly call itself the proud owner of a branch office in Romania: which bears the name, SC Elro SRL. At ELRO there is - with exception of the repair activities - the same activities being developed. The foregoing is but only a brief summary of what ELMA can do for the customers. We cordially invite the customers to visit ELMA's website to have a fully comprehend about ELMA. We wish you much pleasure in browsing our website and look forward to being of service to you, both now and in the future!

**Wuxi Elma Motors Drives and Automation Ltd**

ELMA has been proving itself as a company with a great deal of expertise within the sphere of electrical drive and operating technologies for decades. Since mid-2011, ELMA has had its own branch in China, under the name Wuxi Elma Motors Drives and Automation Ltd. **A number of customers who ELMA works for in The Netherlands have recently set up production locations in China or intend to do so in the coming few years. In order to be able to accommodate the desires of these customers and supply them with drive and operating technologies of the same, high quality as in The Netherlands, ELMA took a step towards an “Elma China”.**

*The Chinese outlet* as the name suggests, is located in Wuxi, near Shanghai. Elma Wuxi will be moving into new premises in March 2012. The branch will come under the responsibility of Mr Joep de Jong who has been appointed by ELMA to manage and expand Elma Wuxi. Joep de Jong will be supported in this role by a Chinese manager. Elma Wuxi also intends to target the numerous heavy industries which located in and around Wuxi, including crane

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1 Source get from [www.elmabv.nl](http://www.elmabv.nl)
builders, maritime and offshore installations.

2.2 Company history

More than seventy years of professional workmanship
The history of ELMA takes us back to 1937, the year in which the German Herr Köllen decides to form a company in De Bilt in the Netherlands. The company is originally oriented towards the repair and reconditioning of Electrical Machines, and this reflected in its name. Sales, with the accent on electrical motors, form a second source of income. After the Second World War, Herr Köllen junior took over the management from his father.

End 1970s...
ELMA relocates to its current location in Soesterberg. The entrepreneur, Henk Fietjé, acquire the company several years later. During this period, the company actively responds to developments in the market and increasingly directs itself to sales and engineering.

In 2002
A significant change took place; Henk Fietjé transfers the entire company to a new management team, comprised of Dick Varel (General Manager), Teunis van Vulpen (Technical Manager), Peter de Wit (Operational Manager) and Jaap Rook (Financial Manager). All of them have already been in employment at ELMA for some considerable time and have built up a wealth of experience within the area of electrical engineering. The ambitious team is resolute team in continuing the company - with a new found zeal - in the same manner as before. This volition has meanwhile resulted in a dynamic company with some fifty employees, three departments, a branch abroad and satisfied clients.

2.3 Products and service offer

Sales department:
ELMA Sales sell components for the electrical power transmission and control technology sector. This strong-growing department within ELMA is staffed by a team of enthusiastic, client-oriented employees.

Projects department:
ELMA Projects a reliable technical partner which offers trailer-made, innovative solutions (systems and services) within the area of power transmission and control technology. Besides the onshore plant and machinery industries, ELMA Projects is also active in the maritime industries.

Service department:
Repairs and reconditioning work for a diverse range of companies where there is worked

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2 Source get from www.elmabv.nl
3 Source get from www.elmabv.nl
with electrical power transmission. Prevention is of course better than a cure; that is why preventive maintenance is also a service which is offered. Work is carried out both in Soesterberg as well as on-site. ELMA Services is also active in the maritime and offshore sectors.

ELMA Wuxi’s main business is the project part, so all the information in of the supplier and potential customer in this report is just suitable for the project business of Wuxi ELMA.

2.4 Products needs in China

The main customers of ELMA Wuxi are the companies in the Marine and offshore sector as well as the crane building industries.
To meet their needs, the products ELMA Wuxi needs to purchase should have the best quality to face some extreme environments.
To purchase these kinds of products in China, Wuxi ELMA needs to build their Chinese supplier chain. It includes the wholesalers and the producers.

The list below is the example of the possible products need in China. It was provided by the Purchase manager.

<table>
<thead>
<tr>
<th>Producer</th>
<th>Type of materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>RITTAL</td>
<td>Cabinets</td>
</tr>
<tr>
<td>LAPP</td>
<td>Cable</td>
</tr>
<tr>
<td>NEXANS</td>
<td>Cable</td>
</tr>
<tr>
<td>HARTING</td>
<td>Connectors</td>
</tr>
<tr>
<td>KLAUKE</td>
<td>Connectors</td>
</tr>
<tr>
<td>MENNEKES</td>
<td>Connectors</td>
</tr>
<tr>
<td>DANFOSS</td>
<td>Drives</td>
</tr>
</tbody>
</table>
2.5 Target customer in China

ELMA's main target customers in China are the companies who are:

1. Mother company is based in Western Europe.
2. In the Marine, offshore sector and the crane building industries.
3. Who have recently established their Chinese production lines or factories.
4. Need high quality products and professional engineering design.

The strong points of ELMA Wuxi are:

- High quality products
- Low labor cost
- Healthy financial situation
- Dutch engineering service
- Multiple languages used
- European Business practices

The weak points of Elma Wuxi are:

- Price higher than the local competitors.

Table 1. List of possible products need
There are two reasons why ELMA Wuxi does not target local Chinese customers.

The first reason is that the price offered by ELMA Wuxi is still the (higher) European Price. On the other hand, the price offered by the local Chinese competitor is much lower than us. Most of the Chinese customers will choose the cheaper one to reduce their cost despite the quality and service difference.

The second reason is that ELMA Wuxi was built to meet the needs of ELMA’s European customers’ Chinese subsidiaries. At this moment ELMA Wuxi still insists on doing business with European customers.
3. External analyze

3.1 Market summary

China has a large and open market, low labor cost, good policies for foreign companies, a wide range of products, and large numbers of potential customers. On the other hand, the Chinese market is a quite competitive market and lacks regulation.

In the Marine, offshore sector and crane building areas, the competition focuses on the price and technology. The Chinese local electrical companies’ advantages are always with lower price, while foreign companies are proficient at high technology engineering.

For ELMA, in order to be more competitive in the Chinese market, the most critical thing is to offer the best service and products to customers with competitive prices.

3.2 PEST Analysis

In this part, I use the PEST Analysis to show the opportunities and threats of ELMA Wuxi in the Chinese market, the results of the analysis will be used in the SWOT Analysis and Confrontation Matrix.

Definition:
The PEST analysis focuses on analyzing the environment of the Chinese Market with 4 factors: Political, Economic, Social and Technological, also combined with the analysis of ELMA Wuxi itself.

Political:
At this moment, Chinese government has lots of good policies for the foreign companies like reduction or remission of taxes, which encourage global companies to build their daughter companies or factories in China. As ELMA Wuxi is the daughter company of ELMA.BV, it is able to benefit from the good policies for foreign companies.

Economic:
With the reform and open policy, Chinese economy has been quite a high level, which plays a crucial part of the global economy. This is because of the lower labor cost and good economic policy. In recent years, Chinese GDP has increased over 7% every year.  

On the other hand, European economic crisis occurred in these years. Greece, Spain, and Italy have been profoundly impacted by the economic crisis.

This information show that developing Chinese business at this time is an excellent way to offset the effects of the economic crisis in Europe.

**Social:**
In Chinese public’s view, products from Europe or America mean high quality, reliability, and safety. Although the price is higher than the local brand, people still prefer the products from Europe and America as long as the price is affordable.

In the past few years, ELMA Wuxi imported the products they need from the Netherlands and the engineering design done by the electrical engineers in the Netherlands, so the service and products are all completely European. Even though, ELMA Wuxi is trying to find some local suppliers in China now, we will still focus on high quality before price.

**Technological:**
With the development of China, the average technical proficiency of Chinese electrical industry is almost the same as some developed countries; but in some high technological areas, Chinese companies still need to import the technology from developed countries.

All engineering designs of ELMA Wuxi are done in the Netherlands, where high-level engineering is available to meet the customers’ needs.

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3.3 Culture Difference

At this moment, lots of global companies had started their Chinese business, but many of them wondered why their years of experience in the business world could not be applied in China immediately. This is because of the culture difference between European countries and China.

In China, the most powerful thing in business is GUANGXI (relation). This is caused by the history and culture of China. Chinese people are always willing to build their relationship net as wide as possible, no matter who he or she is, and what he or she does. Chinese people believe that the more people in different areas they have a close relationship, the much easier they can solve the problem.

So when foreign company starts their Chinese business, the first thing they need to learn is GUANXI. To do this well, the best way is to hire Chinese employees and let them build your business GUANXI in China as soon as possible.

Other things ELMA should know is the power of the government. As most of the economy is controlled by the government, when foreign companies start to build their company in China, it is also necessary to have a close relation with the person of the government in your district. This will facilitate the process to make some licenses and be a benefit from the good policy like tax reimbursement. It may cost them some money to build this close relationship, but the benefit will be more than the cost.

In summary: Doing Business and Purchasing in China, start building a strong GUANXI (relationship) with the key man, government firstly is hugely beneficial.

During these 4 months’ internship, I had built the relationship with the principals of the suppliers, with e-mail and QQ (Chinese MSN). This relationship is extremely useful in the information exchange process and inquiring process. Sometimes I also can gain some experience from the Chinese business man.
4. SWOT Analysis

Definition:
A SWOT analysis is a tool, used in management and strategy formulation. It can help identify the strengths, weaknesses, opportunities, and threats of a company. Strengths and weaknesses are internal factors that create value or destroy value. They can include assets, skills, or resources that a company has at its disposal, compared to its competitors. Opportunities and threats are external factors that create value or destroy value. A company cannot control them. But they emerge from either the competitive dynamics of the industry/marker or demographic, economic, political, technical, social, legal or cultural factors (PEST)\(^6\)

Analysis:
According to the definition of SWOT analysis and the internal analysis (introduction) and external analysis I made the SWOT diagram for ELMA WUXI. The diagram below is the SWOT analysis of ELMA Wuxi:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>● High quality products</td>
<td>● Price is higher than the Chinese competitor</td>
</tr>
<tr>
<td>● High technology engineering</td>
<td>● ELMA Wuxi is in the beginning of the development</td>
</tr>
<tr>
<td>● High quality service</td>
<td>● Time difference of 6 hours</td>
</tr>
<tr>
<td>● Huge experience of the electrical engineering</td>
<td></td>
</tr>
<tr>
<td>● Language advantage: English, Chinese German, Dutch.</td>
<td></td>
</tr>
<tr>
<td>● Have benefit from policies for foreign companies</td>
<td></td>
</tr>
<tr>
<td>● Low labor and material costs</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Big market in China</td>
<td>● Highly competitive market</td>
</tr>
<tr>
<td>● Increased amount of the European customers</td>
<td>● Chinese competitor</td>
</tr>
<tr>
<td>● High technological need project increased</td>
<td></td>
</tr>
</tbody>
</table>

Table2. SWOT analysis diagram for ELMA WUXI

This information is based on the target customer of ELMA Wuxi: European company’s Chinese daughter company, not suitable for the Chinese customer.

The results of the SWOT Analysis can be used to build ELMA Wuxi’s Chinese Business, which will also help me to make the standard of the suppliers WUXI ELMA need and find which kinds of companies will be the potential customers of WUXI ELMA in the future.

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\(^6\) Source get from: [http://www.12manage.com/methods_swot_analysis.html](http://www.12manage.com/methods_swot_analysis.html)
5. Confrontation Matrix

In this part, I will analyze the strength and the weakness of ELMA Wuxi, and then make a confrontation matrix.

**Definition:** A Confrontation Matrix is a tool which uses to have further analysis of a SWOT Analysis. It allows me to analyze each different combination of strength, weakness, opportunity, and threat. By doing this, to identify the most valuable strategic issues, which the organizations are facing.  

<table>
<thead>
<tr>
<th></th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Language advantage: English, Chinese German, Dutch.</td>
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<tr>
<td>Have benefit from policies for foreign companies</td>
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<td>○○</td>
</tr>
<tr>
<td>Low labor and material costs</td>
<td>○○</td>
<td>○○</td>
</tr>
<tr>
<td>Weaknesses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Price is higher than the Chinese competitor</td>
<td>XX</td>
<td>XX</td>
</tr>
<tr>
<td>ELMA Wuxi is in the beginning of the development</td>
<td>XX</td>
<td>X</td>
</tr>
<tr>
<td>Time difference of 6 hours</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>result</td>
<td>10○</td>
<td>11○</td>
</tr>
</tbody>
</table>

For each Opportunity: which strength helps us to take advantage of this (○) and which weakness inhibits us from doing so (X).

For each Threat: which strength helps us to fight this (○) and which weakness inhibits us from doing so (X).

Table 3. Confrontation Matrix base on the SWOT analysis of ELMA WUXI

The result of the Confrontation Matrix shows that ELMA Wuxi has high competitiveness in the Chinese market. In the Confrontation Matrix, 8X are caused by the weakness: ELMA Wuxi is in the beginning of the development. However, with the ELMA Wuxi’s company scale increased, the second weakness will disappear and maybe change into a new strength: Big company scale and famous in the electrical industry.

6. Purchasing

This part is the most important part of my assignment: WUXI ELMA is trying to find the suppliers in China instead of importing from the Netherlands.

As WUXI ELMA’s main customers are European companies who had built their production line or factory in China, we want to find the suppliers who can provide the best service and best quality of the products we need, and willing to cooperate with WUXI ELMA.

6.1 Target supplier

Definition:
Wuxi ELMA wants to find the Chinese supplier with healthy financial situation, large company scale, high market share, respectable trade credit and the supplier is willing to have long-term cooperation with ELMA Wuxi.

Analysis:
According to the background and products needs of Wuxi ELMA, I made a standard of the wholesaler:

1. Who can provide the products ELMA needs with high quality.  
   (The products produced by ELMA Wuxi use in the heavy industry like the offshore, crane, and marine building. So all these products should have the best quality to face some extreme condition)

2. The location should be near Wuxi.

3. (The reason of this criterion is that China is a vast country and some urgent problem should be solved in the same day, and some technical support should be done on the spot, so the best Location of the suppliers is in Wuxi or the city near the Wuxi.)

4. The Supplier must have a satisfactory credit rate.  
   (This is the most valuable thing which can decrease the risk of the cooperation)

5. The company scale should be suitable to Wuxi ELMA.  
   (This criterion is to make sure that the supplier will see ELMA Wuxi as their important customer, moreover to sift some small supplier is also a best way to avoid the risk.)

The method to finding these suppliers is mainly on the internet, like the famous B2B website:
The list below is the example of the supplier I found:

**Preferred brands** > **Supporting brands** > **Occasional brands**

(Sizing the brands with the amount of usage)

<table>
<thead>
<tr>
<th>Company name</th>
<th>Website</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuzhou Fu Tai Automation Technology Co., Ltd</td>
<td><a href="http://www.fdauto.cn/">http://www.fdauto.cn/</a></td>
<td>Quite a lots</td>
</tr>
<tr>
<td>Shanghai Hite Electric (Cooperation with the Sonepar)</td>
<td><a href="http://www.hite-electric.com/default.html">http://www.hite-electric.com/default.html</a></td>
<td>Schneider, Omron, ABB, Siemens, Nader, Weidmuller, Hirschmann, Lenze, Shimpo</td>
</tr>
<tr>
<td>Shanghai volant</td>
<td><a href="http://www.shvolant.com">www.shvolant.com</a></td>
<td>NEXANS,YASKAWA, PEPPERL+FUCHS.</td>
</tr>
</tbody>
</table>

Table4. Example of the supplier list

All the information of the supplier found at the earlier time collected in an excel list, with the company name, website and the main agent brands (which compared with the list of the possible product needs, and type in different color)

This list is not the final supplier list which just have the name, website and agent brands; but it seems as the elementary part of making the final supplier information list.

### 6.2 Survey for the supplier

**Definition:**

For the purchasing part, doing a complex research of the suppliers before starting the purchase is the best solution.

In order to get the detailed information of suppliers and to find the possibilities of
cooperation in the future, I made a survey ask the supplier about their company information. The sampling method used in this survey is Non-Probability Sampling.

**Non-Probability Sampling:**
In non-probability samples the relationship between the target population and the survey sample is immeasurable, and potential bias is unknowable. Sophisticated users of non-probability survey samples tend to view the survey as an experimental condition, rather than a tool for population measurement, and examine the results for internally consistent relationships.8

**Analysis:**
Because of the way of doing business in China is different from the Europe. All the questions are made in the Chinese way of thinking. This survey had checked by the supervisor and purchasing manager.

*This survey has both Chinese version and English version, which can be chosen by the supplier with their prefer language.*

The empty survey is in Appendix 1.

6.2.1. **The introduction letter**

The survey started with the introduction of ELMA Wuxi and reason of making this survey. Besides these two parts, I also list some attention things of the survey in the introduction letter.

This introduction letter shows the respect to the supplier and also make the survey seems much more official.

6.2.2. **The relationship between the information need and the questionnaire:**

In this survey, I focus on getting the information of the supplier in the following part

<table>
<thead>
<tr>
<th>Information need</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic company information</td>
<td>Company name, address, telephone, fax, website and postcode.</td>
</tr>
<tr>
<td></td>
<td>Legal Person and mobile phone, Found data</td>
</tr>
<tr>
<td>Financial situation</td>
<td>Registered fund, Fixed assets, Circulating fund, sale volume of last year</td>
</tr>
<tr>
<td></td>
<td>Bank of Deposit, account Type/ condition of payment</td>
</tr>
<tr>
<td>Products range</td>
<td>Products list (Appendix 1.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service</th>
<th>ISO, CCC, Repairing process, Customer complaint procedure Information exchange, Transportation ability.</th>
</tr>
</thead>
<tbody>
<tr>
<td>certification</td>
<td>Business Licenses, tax certification, product proof.</td>
</tr>
</tbody>
</table>

Table 5. List of the relationship between the information need and the questionnaire

### 6.2.3. Send, reply and information collection

According to the requirements got from the manager, and the list of the possible purchasing products list in China. I found the supplier and sent them this survey. Till now I have sent this survey to 20 suppliers and got 7 replies from the suppliers, include the three biggest electrical elements distributors. I had contacted with the Specialize people of sales department in these suppliers.

After I had got the replies, I collected all the information of the suppliers in an excel document and filed all the other documents like Business License in different folders. Some example of the folder is below:

![Example of the folder of the suppliers](image)

Figure 4. Example of the folder of the suppliers

All the information sent and received by E-mail, which can be checked.

### 6.2.4. Conclusion

The purpose of the survey is to collect the information of suppliers, and the entire questions are focusing on the basic company information.

![Reply percentage total 20 companies](image)

Till now, I sent the survey to 20 companies and 6 of them gave me the replies. The number of the replies is satisfying, which is because that the 3 flagships of the electrical distributor industry had given me the feedback and are willing to cooperate with ELMA Wuxi in the future.

Table 6. Reply percentage
By this survey, I got the necessary company information of these suppliers, which is useful in analyzing the possibilities of cooperation between suppliers and Wuxi ELMA in the future.

6.3 The supplier selection process

Definition:
The supplier selection process started after finishing the information collection, the whole process aimed to found the final supplier from the supplier list.

Analysis:
Here, is the whole process of the supplier selection process.

Step1: Find the electrical part supplier and collect their information
Find suppliers: A.B.C.D.E.F.G.....Z

Step2: Check whether they agent the brands we need, like ABB.
Negative suppliers: I.J. K.....Z
Remain Suppliers: A.B.C.D.E.F.G.H.I

Step3: Analyze the information of the supplier and let Dick, Joep and Robin Check
Negative suppliers: E.F.G.H.I.

Remain Suppliers: A.B.C.D

Step4: When I know the exact type we need, then check whether they can supply it.
Negative suppliers: D

Remain Suppliers: A.B.C.

Step5: Ask them about the price and other detail.
Negative suppliers: C.

Remain Suppliers: A.B

Step6: Choose the lower price, I got the final supplier.
Negative suppliers: B.

Final Suppliers: A.

The information of the suppliers is in Appendix 5.

Attention: In this report I will finish the step1-3, the reason I can not finish them all is that exact products WUXI ELMA need is still unknown, which based on the project they got in the future. On the other hands, The step 1-3 are basic and much more important part, other 3 steps can be done according to the exact products needs in the future.

6.4 The information analysis process

In the information analysis process, I use weighted point method to rate the suppliers.

Definition:
Weighted-point method quantifies the evaluation criteria.
A number of evaluation factors can be included, and their relative weights can be expressed in numerical terms so that a composite performance index can be determined and supplier comparisons made.⁹

Analysis:
According to the standard of choosing the supplier of WUXIELMA, and information got from the survey. The information grading process is with following evaluation factors:

1. Location  2. company scale  3. sales volume of last year  4. financial situation  5. Amounts of the agent brands  6. reply time

All these aspects have its own weight and finally I will grade the entire suppliers with a score.

The weights I used in the assessment form are based on the importance of the information; the company scale, sales volume of last year and the financial situation are the 3 most noteworthy parts in this assessment process. These three aspects can help ELMA Wuxi to have a clear view of the supplier’s company operating condition and strength. Therefore, they have the highest weights (0.20, 0.20 and 0.25) in the assessment form.

The location and the amounts of the agent brands are not the most valuable parts, but they are necessary aspects in the consideration process. So their weights are a bit less than the three most crucial aspects. (Each has 0.15 weights)

The reply time, which used to see the attention the supplier paid about their potential customer, is a small part of the assessment form, so the weight is 0.05.

The list below is the assessment form for the suppliers:

<table>
<thead>
<tr>
<th>Assess aspect</th>
<th>Importance(weight)</th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grade</td>
<td>Weighted rank</td>
</tr>
<tr>
<td>location</td>
<td>0.15</td>
<td></td>
</tr>
<tr>
<td>company scale</td>
<td>0.20</td>
<td></td>
</tr>
<tr>
<td>Sales volume of last year</td>
<td>0.20</td>
<td></td>
</tr>
<tr>
<td>financial situation</td>
<td>0.25</td>
<td></td>
</tr>
<tr>
<td>amounts of the agent brands</td>
<td>0.15</td>
<td></td>
</tr>
<tr>
<td>reply time</td>
<td>0.05</td>
<td></td>
</tr>
<tr>
<td>total grade</td>
<td>1.00</td>
<td></td>
</tr>
</tbody>
</table>

Table 8. Assessment form for the suppliers

Scoring criteria:

- **Location:**
  The location distance between the supplier and Wuxi, maximum score is 10, then minus 0.5 point per 100km.

  Example: Supplier A in Beijing, the grade of the location will be:
  Beijing=> Wuxi =1107km, so the score will be 10-[(1107km/100)*0.5] =4.5

- **Company scale:**
The grading standard of this part is based on the: Total employee count, registered fund, company area.
The score base on the result of the average value of each part’s information

- **The Financial situation:**
The fixed assets and circulating fund use to grade this part
The score is computed according to the result of the average value of each part’s information

- The other parts will also be graded according to the average value

The final assessment form is in Appendix 6.

### 6.5 Verification

This part will be done after step 3 of the supplier selection process. Verification is divided into two parts; the first part is going to ask the Professional verification company to check the correctness of the information received from the supplier; the second part is going to have a field inspection in the supplier’s company. **These two steps must be done in China, which cannot be done during the internship, but they seem as necessary parts of checking the correctness of the information of suppliers and will be completed in the future.**

### 6.6 Straight purchase from the producer

Before purchasing, the general manager and technical manager will have a meeting based on the requirements of the customer and information of the project. Then they can make a list the standard, type and quantity of the products which should be purchased. These include the price level, quality level, delivery time, amounts, technical support etc. According to the list, sometimes Wuxi ELMA will purchase the products straight from the producer.

**Definition:**
According to the purchasing process of ELM.BV in the Netherlands, some of the products are purchased straight from the producers such as ABB and Siemens. In this part I try to find the possibilities of purchasing straight from the producers in China.

**Analysis:**
The applicability of straight purchasing products from the producer is:

1. The products with high technology level, the engineer of Wuxi ELMA should be trained firstly in the producer’s company, like Siemens PLC.

2. The products with unique specifications, extraordinarily high value, and need a
specific order request. The reason for this situation is that sometimes if ELMA Wuxi want to purchase a brand A product, the wholesaler will give you the price of it, and then introduce you another cheaper product: brand B product. This results in a loss to the producer. The producers want to avoid the loss, so some high value products and products with unique specifications can only be purchased from the producer.

(This situation has happened in my internship, like the ABB transformer. I sent inquiry to the wholesalers, but in the end, I could only get a price quote from ABB directly after telling them the project’s name, location and some detailed information. Otherwise, they refused to provide a quote.)

3. The products require a high level of technical support or other services, which cannot be provided by the wholesalers. This is similar to situation 1, where some products need urgent repairing service, which can only be provided by the producers.

According to the history of the Dutch purchasing, most of the products purchased directly from the producer are the products of leading electrical element companies, such as ABB, Schneider, Vacon, and Siemens. Through checking their websites, I confirmed that all these companies have Chinese production lines and subsidiaries.

When I need to purchase some products straight from the producer, I send the inquiry sheet to the producer and ask about the availability of local service or support.

6.7 Cost difference

In this part, I will analyze the cost difference of the products between China and Europe, with the specification and brand, like ABB motor with 75kw 180rad/minute.

6.7.1. Price of the products

The price difference between the price of the ordinary products ELMA purchase in Netherlands and China.

Below is a list of the price difference between several products.

<table>
<thead>
<tr>
<th>Products name</th>
<th>Price in China (€)</th>
<th>Price in the Netherlands (€)</th>
<th>Difference (€)</th>
<th>Discount percent(China – Netherlands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lp1K0610BD MAGNEETSCHAKELAAR 6S 1S 24VDC</td>
<td>€16.25</td>
<td>€34.25</td>
<td>€18</td>
<td>47 (%)</td>
</tr>
<tr>
<td>NXIO1256A0T0ISFA1A2</td>
<td>€6009.80</td>
<td>€6,438.00</td>
<td>€482.20</td>
<td>93 (%)</td>
</tr>
</tbody>
</table>
Table 9: Price difference

Solution: The price differences of the products are based on the exact type and the exchange rate of RMB-Euro. Most of products in China are cheaper than the same products in the Netherlands. (Except for the product which is not made in China and must be imported from other countries.)

6.7.2. Shipment fee and shipment time

The cost and time of transportation from the Netherlands to China
- The detail shipment fee (TNT: Netherlands – China) is in the Appendix 4
  Shipment time: 2-3 weeks.

The cost and time of transporting in China local
- Shipment fee in the Jiangsu Area:
  20RMB (€2.5) 1KG, 15RMB (€1.875) per KG added
  Shipment time: Less than 3 days

P.S: Most of the quotations include the shipment fee.

The prices list of TNT post is in Appendix 4.

6.7.3. Tax

The tax of the product in China and the Netherlands

<table>
<thead>
<tr>
<th>Tax type</th>
<th>China</th>
<th>The Netherlands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added value tax</td>
<td>17 (%)</td>
<td>19% (21% after 1-10-2012)</td>
</tr>
<tr>
<td>Import tax</td>
<td>8.4% (other electric power control and distribution device)</td>
<td></td>
</tr>
</tbody>
</table>

Table 10: Tax difference

The import tax and the figure of exchange rate are in Appendix 2.

6.7.4. Conclusion

The exact cost difference of purchasing in China and importing from the Netherlands depends on the products.

The figure below is the example of the total cost difference of one product between purchasing in China and importing from the Netherlands. The total costs difference increase highly with the increased quantities.
So in most of the cases, Purchasing in China instead of importing from the Netherlands is the best solution.

6.8 Different type or specification of the Product

Because of the difference of the area, the same products may have different types or specifications between the Netherlands and China.

The diagram below is the process of finding the different type or specification of these kinds of products.

Ask supplier with the exact type with the brand and specification

- They have it
- They have it with another name or type
- They give me the name or type
- They don’t have the products with this specification
  - They give me the product with other specification and told me whether it is able to use in my project
    - Approved
      - Able to purchase
    - Not approved
      - Unable to purchase

Figure 5. Process of finding the product with different type or specification.
7. Sale

In the Sale part, I tried to find the potential customers in Chinese market. The potential customers for WUXI ELMA are the Western European companies with a settling in China. I will try to identify these potential customers from the internet, social media, magazine, exhibition, etc. At the same time, I tried to find the possibilities from the existing customer.

7.1 Based on the exist European customer of the ELMA

**Definition:**
The first method of finding the potential customer is based on the existing customers. I analyze the information of the existing customers from the customer management system and try to ask them whether they have built or plan to build their Chinese company in these years. The process is below:

- **Figure7. Process of finding the possibility from the exist customers**

**Analysis:**
Finding the potential customer from the existing customer is the fastest way. This is because that most of the steps of finding a new customer is not needed in this process, like setting the target group, shelf positioning, find search method, or verification. All that needs to be done is to contact the key man of the customer, and to ask them about their Chinese business or whether they have such a plan. Then update the information to the potential customer list.
7.2 Find the potential customer from the internet and other method.

In this part, I search the potential customer from other methods like internet and exhibitions.
I focus on searching the company whose mother company is in Europe. After this search, I make a list of the potential customer with some useful information.

The process of finding the potential customer:

Find the potential customer and make a list with the information of the company, contact person, mail, telephone etc. (Western European’s Chinese daughter company).

Figur8. Process of finding the potential customer
7.2.1. **Self-positioning:**

Wuxi ELMA is able to accommodate the desires of European customers who have built their production line in China and supply them with drive and operating technologies of the same, high quality as in The Netherlands.

*The advantages* for the customers include:

- Communication in Dutch, English or German
- ISO 9000 quality system
- Components used are guaranteed to be from European manufacturers
- Engineering from ELMA Netherland
- Low labor costs

In summary: ELMA Wuxi supplies high quality products at a highly competitive price.

7.2.2. **Targeting groups:**

The target group of ELMA Wuxi is in these three industries:

- Marine
- Offshore sector
- Crane building

The customers should be foreign-invested enterprise, and their mother company should be Western European Company.

7.2.3. **Searching methods:**

The method I use to search the potential customer can be divided into 5 areas:

**Internet:**

- B2B website
- Specialized industry website and BBS
- Social media
Exhibition:
China international crane industry and accessories exhibition
China international Marine engineering exhibition

7.2.4. Information collection

All the information are transmitted by e-mail or found on the customer’s website, which can be verified later.
The information in the potential customer list is about:
Company name, telephone number and e-mail address.
The information of different customers files in a different folder like the supplier information collection process.

The potential customer list is in Appendix 6.

7.2.5. Verification

To verify the customer, I plan to ask Administration for Industry and Commerce to check the comprehensive company registration information of the customer.
This step is not included in this report because this should be done in China, but it is an essential step to control the risk rate.
8. Conclusion

After finished the report, I got the conclusion for the 3 problems.

The conclusion of the problem is below:

**Main conclusion:**
Three biggest suppliers: ZYD, Hite and Hagemeyer in China can provide the high quality products with wide products range.
Other suppliers cannot provide a wide range of the brands ELMA needs, but the price of the same product can be lower than the three biggest suppliers while maintaining the same quality.
All these suppliers need to be verified in their local Chinese company, which will be done in the future.
Because of the language and culture difference, the whole process of finding the suppliers was based on the Chinese business way.

**Sub-conclusion:**
I had found several potential customers and make a list of the information of these customers.

**Sub-conclusion:**
The total costs of importing the products from the Netherlands are always much higher than purchasing from Chinese supplier.
On the other hand if the product is not made in China, which means it also needs being imported from the European and American, in this case, it will have a detailed calculation based on the definite information.
9. Recommendations:

In these 4 months, I have a clear view of management and the operation process of ELMA BV, after completing this report I have some recommendation to the company:

1. The way of doing business is quite different in China and Europe, always have one Chinese employee in the company to adjust for the differences and solve the language problem.

2. Because I am in the Netherlands, I cannot have a face to face meeting with the supplier and customer. This should be done in the future, not only for a visit or business, but also for building the relationship, which is hugely valuable in China.

3. The things need be discussed in the meeting with the suppliers are the discount of price, delivery time and added value services. When meeting with the customer, the most valuable thing should be discussed are the payment, the detail of the cooperation.

4. Because the language problem, when contacting with the Chinese supplier and customer’s the best way to make a phone call in Chinese. According to the habit of Chinese people, phone call is much more efficient than the email.

5. QQ, one of the most popular internet chatting software similar to MSN, is also an excellent way to contact person of suppliers and customers.

During these four months internship, I learned a lot from ELMA about the European business way, experience of purchasing and selling, and process of the panel building.
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http://www.ELMA.BV.nl/nl/index.html
Appendix

Appendix 1: Survey for the supplier

Survey for the supplier

Elma Wuxi Motors Drives and Automation

58 Feihong Road Nanhu Avenue Wuxi

214000 Wuxi

Telephone: +31(0)623853534(NL) +8615052263816(CN)

E-mail: jdj@ELMA.BV.nl

Website: www.ELMA.BV.nl

Introduction

ELMA Wuxi is a daughter company of ELMA BV, a Dutch company who has 75 years history in the Electrical engineering industry. With the development of ELMA Wuxi, we are trying to find a good supplier in China instead of importing from the Netherlands. As ELMA Wuxi's main customers are the European companies who have built their production line or factory in China. So we want to find the supplier who can provide the best service and best quality of the products ELMA needs, and willing to cooperate with ELMA Wuxi.

1. This survey will focus on collecting the information of the supplier, which helps ELMA Wuxi to have a clearly view of your company and to see the opportunities in the future. So please be careful about the accuracy of the information you will fill in.
2. Please send the scan of the Company Business License, Tax Registration Certificate (Both paper with the official seal.) Product agent proof and Company Structure as the attachments
3. After completing the survey, please send it to zhan0037@126.com by email including all attachments.
4. All information provided will be treated confidential and will only support Elma’s surge for suppliers. No information will be passed on to third parties.
5. If the information is too long and cannot fill in the line, please ad it as an extra document to this survey.
6. We would like to know other useful information which is not included in this survey, please ad it as an extra document to this survey
7. In the attachments, there is a list of the information collecting of the materials, please fill in it.
Company name: ____________________________
Address: ____________________________________________________________
Tel: __________________ Fax: _______________ website: _______________ email: ________________________________
Postcode: ____________
Legal Person: _______________ mobile phone: _______________ email: ________________________________

Found data: _______________ registered fund: _______________ Yuan
Fixed assets: _______________ Yuan
Circulating fund: _______________ Yuan
Sales volume of last year: _______________ Yuan
Bank of Deposit: _______________ Bank account: _______________
Type/condition of payment: _______________

Company type (Private employer/state-owned enterprises): _______________
Factory (own/rent): _______________
Total employee: _______________ number of the technician: _______________

Company structure (with picture)
Certified by ISO : [ ] Yes [ ] No (if answered yes, please attach copy of the document(s))
Certified by CCC: [ ] Yes [ ] No (if answered yes, please attach copy of the document(s))

Management theory: ____________________________
Quality policy: ____________________________

Repairing process: [ ] Yes [ ] No
Detail: ____________________________
Customer complaints procedure: [ ] Yes [ ] No
Detail: ____________________________
Information exchange: [ ] Yes [ ] No
Settlement of the payment: _______________
Transportation ability: _______________
Products category: ____________________________
Value-added services: [ ] Yes [ ] No
Detail: ____________________________
The minimum purchasing value: _______________ Yuan

Sign: ____________ Data: ____________ Official seal: ____________________________
<table>
<thead>
<tr>
<th>Supplier</th>
<th>type of materials</th>
<th>freq. Sold</th>
<th>average delivery time</th>
<th>pricing</th>
</tr>
</thead>
<tbody>
<tr>
<td>RITTAL</td>
<td>cabinets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAPP</td>
<td>cable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NEXANS</td>
<td>cable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HARTING</td>
<td>connectors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KLAUKE</td>
<td>connectors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MENNEKES</td>
<td>connectors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<tr>
<td>CONTROL TECHNIQUE</td>
<td>switchgear</td>
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<td>Plc.</td>
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<tr>
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<td>switchgear</td>
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<td>safety switchgear</td>
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<tr>
<td>PEPPERL+FUCHS</td>
<td>sensors</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>SOLCON</td>
<td>Soft starters shipping</td>
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<td></td>
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</tr>
<tr>
<td>TERASAKI</td>
<td>switchgear (MCB/MCCB)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>PHOENIX</td>
<td>switchgear + terminal blocks + connectors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WEIDMULLER</td>
<td>terminal blocks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>-----------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Other brands:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;example&quot;</td>
<td>some materials</td>
<td>A</td>
<td>14</td>
<td>A</td>
</tr>
</tbody>
</table>

**Legend**

- **A** = EVERY DAY
- **B** = EVERY 3 DAYS
- **C** = EVERY WEEK
- **D** = EVERY 2 WEEKS
- **E** = EVERY MONTH
- **F** = NEVER

- **A** = amount of working days
- **B** = On request
- **E** = Pricelist with discount
Appendix 2: Import tax; add value tax and exchange rate

Products number: 8537209000

Products name: other electric power control and distribution devices (include the tray, plate (include the digital control device))

MIN tax: 8.4% (As the Netherlands and China are both in WTO, so the tax of import will be the min tax)
Normal tax: 50%
Export tax: 0%
Add value tax: 17%
Unit: Kg

Exchange rate (Euro – RMB) 2012 year.
Appendix 3: Three leader Chinese industrial electrical element wholesalers

Hite:

As the leading domestic enterprise with the ability of system integration and engineering in multi industries, Shanghai Hite Control System Co., Ltd. is Shanghai High-Tech Enterprise, “Little Giant Enterprise” and Top 100 Private Enterprise. It was awarded as “Shanghai Enterprise Technology Center” and from 2004 to 2010 it has been awarded by “Electric Age” as Top 100 Enterprises in Electric Industry, Top 20 Enterprises in automatically control and instruments industries, Top 10 of Most Innovative Enterprises and Top 10 of Most Potential Enterprises for 7 years. It ranked 66 in the list of Top 100 Enterprises in Electric Industry. With the development in former decade, the annual turnover of Hite has kept rapid growth which is about 1.3 billion till 2010, ranking first among industrial automation enterprises.

Hite Control follows the developing policy of “Cooperation and Focus” and bases on the maturing R&D platform of Power Electronic and industrial informatization to focus on research and development of relative products and technologies in new source energy, equipment automation, industrial information network and energy saving fields, providing electric automation and informatization supporting services including: industrialization service of products with intellectual property rights, integration technology services of independent products, system engineering characteristic of industry application solution. Hite Control insists on “creating maximum value for customers”, striving to be the leading product and system solution provider in China industrial automation and informatization industry.

Hite Control has established divisions in Nanjing, Hangzhou, Beijing, Guangzhou, Wuhan, Xian, Chengdu, Fuzhou, Jinan, Shenyang, Changchun, Xinjiang etc, covering major domestic markets. Electrical control system and integrated equipments from Hite Control have been exported to Southeast Asia, Africa, France, the United States, Germany etc, providing automatic solutions and software and hardware products to customers.
At the end of 2007, Hite Control Successfully Landed A Share Market. With the financial supports to the strategic goals from capital market, Hite Control focuses on industries with importance and competitiveness, taking advantage of the cooperation of system integration and multi product services, to provide more integrated industrial automation solutions!

ZYD:

Located at the southern coastal city of Shantou, one of the special economic zones in China, Zhongyeda Electric was jointly founded by its current core management team, with “China Pingan” as a strategic partner. After years of operation, the company has established a national network including 35 branches, 60+ offices, 4 manufacturing plants (Shantou, Shanghai, Beijing, XiAn), and 8 logistics centers (Shantou, Beijing, Shanghai, Guangzhou, Zhengzhou, Chengdu, Hangzhou, XiAn), as well as technical support centers in major capital cities.

Zhongyeda Electric is a professional distributor and service provider of electrical products and services targeting the industrial sector. Through a national sales network and operation, customer management and logistics system, we are capable of servicing a wide variety of
customers with total integrated solutions covering from design, product selection, procurement, supply chain management, technical service, to system integration, manufacturing and assembling, project management, etc, with unmatched choices, price, and product availability. We have been strategic in “multi-product, multi-brand and differentiation”. We offer a wide range of products covering low/medium voltage power distribution and industrial automation, and operate in component distribution, warehousing, technical service, system integration, and whole-set manufacturing. After years of hard work and harvest, we have maintained a large and stable customer base, established the ZYD brand and national presence, formed strategic partnership with leading brands, and sustained steady growth.

Turnover in 2009: 3.8 billion RMB
Turnover in 2010: 5 billion RMB
Turnover in 2011: 6.2 billion RMB
Forecast for 2012: 7.6 billion RMB

Hagemeyer:

Hagemeyer China is a leading distributor of power distribution and industrial control products to primarily Panel Builder (PB’s) and Original Equipment Manufacturers (OEM’s) throughout the East and North region of China.

We have one of the broadest product ranges on offer with a total stock in excess of RMB 100 Mio from international recognized power distribution and industrial control product manufacturers. Our team of product managers and inventory professionals
ensure that we have the highest levels of availability to keep lead times short and reliable.

We provide customers with a whole range of services and solutions, include one-stop-supply for electrical products to streamline your purchasing operation by consolidating to one trusted and reliable supplier and/or kitting services helping to have project specific orders based on bill of material (BOM) customized to best meet your production situation.

<table>
<thead>
<tr>
<th>Head Office:</th>
<th>Zhabei, Shanghai</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Since:</td>
<td>2005</td>
</tr>
<tr>
<td>Employees:</td>
<td>&gt; 300</td>
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<tr>
<td>Offices &amp; Branches:</td>
<td>14</td>
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<td>Key Suppliers:</td>
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<tr>
<td>Inventory:</td>
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<tr>
<td>Products Offered:</td>
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<tr>
<td>Branch:</td>
<td>SH PB</td>
</tr>
<tr>
<td>Branch:</td>
<td>SH OEM</td>
</tr>
<tr>
<td>Branch:</td>
<td>HFRT</td>
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<td>Area Sales Office:</td>
<td>Nanjing Jiangsu</td>
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<td>Area Sales Office:</td>
<td>Suzhou Jiangsu</td>
</tr>
<tr>
<td>Area Sales Office:</td>
<td>Wuxi Jiangsu</td>
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<td>Area Sales Office:</td>
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<td>District Sales Office:</td>
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<td>Area Sales Office:</td>
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<td>Branch:</td>
<td>Qingdao Shandong</td>
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<td>Area Sales Office:</td>
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<td>Regional Distribution Center North:</td>
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Appendix 4: Shipment fee of TNT from the Netherlands to China

<table>
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<tr>
<th>weight (kg)</th>
<th>China</th>
<th>Add-on per 1 kg</th>
<th>344.95</th>
<th>Premium Services International Express:</th>
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<tbody>
<tr>
<td>1</td>
<td>80.79</td>
<td></td>
<td>7.81</td>
<td>9:00 Express (Express surcharge on the tariff) 50% Per shipment</td>
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<tr>
<td>2</td>
<td>92.03</td>
<td>35</td>
<td>384.00</td>
<td>10:00 Express (Express surcharge on the tariff) 40% Per shipment</td>
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<tr>
<td>3</td>
<td>103.27</td>
<td>40</td>
<td>423.05</td>
<td>12:00 Express (Express surcharge on the tariff) 10% Per shipment</td>
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<tr>
<td>4</td>
<td>114.51</td>
<td>45</td>
<td>462.10</td>
<td>12:00 Economy Express (surcharge at the rate Economy Express) 10% Per shipment</td>
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<tr>
<td>5</td>
<td>125.75</td>
<td>50</td>
<td>501.15</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>136.99</td>
<td>55</td>
<td>540.20</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>148.23</td>
<td>60</td>
<td>579.25</td>
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<tr>
<td>8</td>
<td>159.47</td>
<td>65</td>
<td>618.30</td>
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<tr>
<td>9</td>
<td>170.71</td>
<td>70</td>
<td>657.35</td>
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</tr>
<tr>
<td>10</td>
<td>181.95</td>
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<td>7.17</td>
<td>ATR Documentation Turkey (CL): 45.00 € per shipment</td>
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<tr>
<td>11</td>
<td>190.10</td>
<td>75</td>
<td>693.20</td>
<td>International Priority service:</td>
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<td>12</td>
<td>198.25</td>
<td>80</td>
<td>729.05</td>
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<tr>
<td>13</td>
<td>206.40</td>
<td>85</td>
<td>764.90</td>
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<td>14</td>
<td>214.55</td>
<td>90</td>
<td>800.75</td>
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<td>15</td>
<td>222.70</td>
<td>95</td>
<td>836.60</td>
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<td>16</td>
<td>230.85</td>
<td>100</td>
<td>872.45</td>
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<td>17</td>
<td>239.00</td>
<td>105</td>
<td>908.30</td>
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<td>18</td>
<td>247.15</td>
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<td>944.15</td>
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<td>19</td>
<td>255.30</td>
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<td>980.00</td>
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<td>20</td>
<td>263.45</td>
<td>120</td>
<td>1,015.85</td>
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<tr>
<td>21</td>
<td>271.60</td>
<td>125</td>
<td>1,051.70</td>
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<tr>
<td>22</td>
<td>279.75</td>
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<td>7.00</td>
<td>Additional £ 0.50 per kg</td>
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<td>23</td>
<td>287.90</td>
<td>130</td>
<td>1,086.70</td>
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<td>24</td>
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<td>25</td>
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<td>26</td>
<td>312.35</td>
<td>175</td>
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<td>27</td>
<td>320.50</td>
<td>200</td>
<td>1,576.70</td>
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<tr>
<td>29</td>
<td>336.80</td>
<td>250</td>
<td>1,926.70</td>
<td>6% on the advanced excise, VAT and Duties</td>
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</table>

**Premium Options:**
- Dangers Goods: 35.00 € per shipment
- Replacement of T1 documents (MRN): 35.00 € per shipment
- Dangers Good (limited quantities) Internationally: 35.00 € per shipment
- Temporary Customs Import / Export documents (FC): 45.00 € per shipment
- Dangers Goods (excepted quantities) International: 15.00 € per shipment
- ATR Documentation Turkey (CL): 45.00 € per shipment
- Lithium Batteries: 10.00 € per shipment
- Organic substances (category B) UN3373: 25.00 € per shipment
- Radioactive material in exceptional packaging, class 7: 35.00 € per shipment

**Insurance:**
1% on the value of the goods, with a minimum of € 5.00

**Fees, if applicable:**
- Out of area t / m 40 kg: 20.00 € per shipment
- Health & Safety shipment: 35.00 € per shipment
- Out of area above 40 kg: 1,051.70 €
- Additional € 0.50 per kg
- Non conveyable shipment: € 12.50 per shipment
- Out of Area Maximum amount: €50.00 per shipment
- Non Stackable mission: €30.00 per shipment
- A percentage surcharge on the total freight
- Exceed Dimension shipment: €30.00 per shipment
- Advance commission:
- Enhanced Security Surcharge t / m 10 kg: €0.50 per shipment
- Non Electronic Invoice: €2.50 per invoice
- Enhanced Security Surcharge above 10 kg:
- Additional €0.05 per kg
- Maximum Enhanced Security Surcharge amount: €10.00 per shipment

**Fuel Surcharge Index:**
- €0.50 per kg
- 6% on the advanced excise, VAT and Duties

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### Appendix 5: Information of the supplier

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Telephone</th>
<th>Fax</th>
<th>Website</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xiamen Sunrise Drive Company Limited</td>
<td>Room 2399, Floor 2, Building 6, Huijian Guoji Wujinjidian Cheng, 312 the national road, Wuxi</td>
<td>0592-5222435</td>
<td>0510-52694181</td>
<td><a href="http://www.sunrise-drive.com">www.sunrise-drive.com</a></td>
<td><a href="mailto:info@sunrise-drive.com">info@sunrise-drive.com</a>, <a href="mailto:xbr080@163.com">xbr080@163.com</a></td>
</tr>
<tr>
<td>Wuxi Xibeier Automation Technology Co., Ltd.</td>
<td>No. 777, Xinjinhua Rd, Pujiang Gaokeji Park, Caohe jin develop area, Minghang District, Shanghai</td>
<td>025-85457550-116</td>
<td>010-59790111-8017</td>
<td><a href="http://www.xbedj.com">www.xbedj.com</a></td>
<td><a href="mailto:xbr080@163.com">xbr080@163.com</a></td>
</tr>
<tr>
<td>Hite Electrical Technology Co., Ltd.</td>
<td>Floor 4, Building 6, YuBeiShangwu Building, South Zhanghua Rd Haidian District, Beijing</td>
<td>010-59790111-8017</td>
<td>010-8840038</td>
<td><a href="http://www.hite-electric.com">www.hite-electric.com</a></td>
<td><a href="mailto:liling@hite.com">liling@hite.com</a>, <a href="mailto:xw@godz.com">xw@godz.com</a>, <a href="mailto:q.he@zyd.cn">q.he@zyd.cn</a>, <a href="mailto:coco.zhang@hagemeyervcn.com">coco.zhang@hagemeyervcn.com</a></td>
</tr>
<tr>
<td>Beijin Tianzheng (Godz) Equipments Co., Ltd.</td>
<td>Building H, No 501, Nanhu Rd, Nancheng District, Wuxi</td>
<td>0510-85431464</td>
<td>0510-85217608</td>
<td><a href="http://www.godz.com">www.godz.com</a></td>
<td><a href="mailto:liling@hite.com">liling@hite.com</a>, <a href="mailto:junjie@godz.cn">junjie@godz.cn</a>, <a href="mailto:ml.ke@zyd.cn">ml.ke@zyd.cn</a>, <a href="mailto:Francis.ALLIROT@hagemeyer.cn.com">Francis.ALLIROT@hagemeyer.cn.com</a></td>
</tr>
<tr>
<td>Wuxi Zhongyeda Electric Technology</td>
<td>Room 818, Floor 8, Baishida Building, No 6 Changjiang North Road, Wuxi</td>
<td>0510-85431453</td>
<td>0510-85217683</td>
<td><a href="http://www.zyd.cn">www.zyd.cn</a></td>
<td><a href="mailto:coco.zhang@hagemeyervcn.com">coco.zhang@hagemeyervcn.com</a></td>
</tr>
<tr>
<td>Hagemeyer</td>
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<td></td>
<td></td>
<td><a href="http://www.hagemeyercn.com">www.hagemeyercn.com</a></td>
<td></td>
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<tr>
<td></td>
<td>com</td>
<td>m</td>
<td>cn</td>
<td>ercn.com</td>
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</tr>
<tr>
<td>--------------------------------</td>
<td>---------------</td>
<td>---------------</td>
<td>----------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td>Fixed assets</td>
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<td>1,000,000Yuan</td>
<td>70,000,000Yuan</td>
<td>2,000,000Yuan</td>
<td>2,000,000Yuan</td>
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<tr>
<td>Circulating fund</td>
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<td>2,000,000Yuan</td>
<td>200,000Yuan</td>
<td>418,800Yuan</td>
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<td>Sales volume of last year</td>
<td>7,000,000Yuan</td>
<td>1,000,000Yuan</td>
<td>4,680,000Yuan</td>
<td>5,217,600Yuan</td>
<td>200,000,000Yuan</td>
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<tr>
<td>Bank of Deposit</td>
<td>kejiyuan branch of xiamen industrial bank of the agricultural bank of china</td>
<td>Guangdong Developing Bank, Wuxi Branch</td>
<td>Shanghai Bank, Xujiahui Branch</td>
<td>ICBC, Beijin Century Cit Branch</td>
<td>ICBC, Chengnan Branch</td>
</tr>
<tr>
<td>Bank account</td>
<td>129410100100098000</td>
<td>1360517010002100</td>
<td>316926–03000638675</td>
<td>0200 2812 1900 4781</td>
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<td>Type of Payment</td>
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<td>T/T</td>
<td>T/T</td>
<td>T/T 100%Pay Before delivery</td>
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<tr>
<td>company type</td>
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<td>factory(own/rent)</td>
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<td>3-5</td>
<td>26</td>
<td>4</td>
</tr>
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<td>-----</td>
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</tr>
<tr>
<td>ISO</td>
<td>no</td>
<td>no</td>
<td>no</td>
<td>no</td>
<td>yes</td>
</tr>
<tr>
<td>CCC</td>
<td>no</td>
<td>no</td>
<td>no</td>
<td>no</td>
<td>no</td>
</tr>
<tr>
<td>Management theory</td>
<td>People-oriented, pragmatic innovation, striving</td>
<td>customers highest, forge ahead with determination</td>
<td>Quality first, Customer highest</td>
<td>Professional Products, Professional Service, Processional Operation, Professional People, professional Partnerships</td>
<td></td>
</tr>
<tr>
<td>Quality policy</td>
<td>People-oriented, pragmatic innovation, striving</td>
<td>best service with systematic solution</td>
<td>Best quality and Best service'</td>
<td>Strict follow the industry standards and the manufacturer quality policy</td>
<td></td>
</tr>
<tr>
<td>Agent brand number</td>
<td>2</td>
<td>1</td>
<td>8</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Repair process</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Customer complaints procedure</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
<td>yes(send the fax)</td>
</tr>
<tr>
<td>information exchange</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Settlement of the payment</td>
<td>Deposit and balance before the delivery or other payment based on status</td>
<td>Order products: 30% before delivery, 70% after delivery.</td>
<td>pay 100% before delivery</td>
<td>30% order 70% after delivery</td>
<td>pay 100% before delivery</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td>----------------------------</td>
<td>----------------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td>Transportatio n</td>
<td>All kind of delivery way, based on your request</td>
<td>All kind of delivery way, based on your request</td>
<td>One day delivery</td>
<td>All kind of delivery way, based on your request</td>
<td>pay 100% before delivery</td>
</tr>
<tr>
<td>Value-add services</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>The minimum purchasing value</td>
<td>1000 Yuan</td>
<td>Demand by customer’s need</td>
<td>20,000–30,000 Yuan</td>
<td>None</td>
<td>1000 Yuan</td>
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## Appendix 6: Assessment Form of the Suppliers

<table>
<thead>
<tr>
<th>assess aspect</th>
<th>import ance (weight)</th>
<th>Xi'an Chenrui</th>
<th>Hite</th>
<th>Hagemeyer</th>
<th>Beijing Tianzheng</th>
<th>ZYD</th>
<th>Xibeier</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>grade</td>
<td>weight ed rank</td>
<td>grade</td>
<td>weight ed rank</td>
<td>grade</td>
<td>weight ed rank</td>
<td>grade</td>
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<tr>
<td>location</td>
<td>0.15</td>
<td>7</td>
<td>0.105</td>
<td>10</td>
<td>0.15</td>
<td>10</td>
<td>8.25</td>
</tr>
<tr>
<td>company scale</td>
<td>0.2</td>
<td>1</td>
<td>0.02</td>
<td>10</td>
<td>0.2</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Sales volume of last year</td>
<td>0.2</td>
<td>0.1</td>
<td>0.02</td>
<td>10</td>
<td>0.2</td>
<td>10</td>
<td>0.2</td>
</tr>
<tr>
<td>financial situation</td>
<td>0.25</td>
<td>0.07</td>
<td>0.0175</td>
<td>10</td>
<td>0.25</td>
<td>7.1</td>
<td>0.1775</td>
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<tr>
<td>amounts of the agent brand</td>
<td>0.15</td>
<td>2.5</td>
<td>0.0375</td>
<td>10</td>
<td>0.15</td>
<td>7.5</td>
<td>0.1125</td>
</tr>
<tr>
<td>reply time</td>
<td>0.05</td>
<td>10</td>
<td>0.05</td>
<td>8</td>
<td>0.04</td>
<td>9</td>
<td>0.045</td>
</tr>
<tr>
<td>total grade</td>
<td>1</td>
<td>0.25</td>
<td>0.99</td>
<td>0.885</td>
<td>0.32125</td>
<td>0.74625</td>
<td>0.25225</td>
</tr>
</tbody>
</table>

Total grade: 1, 0.25, 0.99, 0.885, 0.32125, 0.74625, 0.25225

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### Appendix 7: Potential customer list

<table>
<thead>
<tr>
<th>Company name</th>
<th>Telephone</th>
<th>Email</th>
<th>District</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Offshore sector</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Huisman</td>
<td>+86 (0)596 685 7222</td>
<td><a href="mailto:mail@huisman-cn.com">mail@huisman-cn.com</a></td>
<td>Fujian</td>
<td><a href="http://www.huisman">http://www.huisman</a> equipme nt.com/cn</td>
</tr>
<tr>
<td>Rapp Offshore Marine, China</td>
<td>86-532838853 31</td>
<td><a href="mailto:rappcn@163.com">rappcn@163.com</a></td>
<td>Qingdao</td>
<td><a href="http://rappmarine.com/company/41/rapp-offshore-marine-china">http://rappmarine.com/company/41/rapp-offshore-marine-china</a></td>
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<tr>
<td>TCS offshore</td>
<td>see the website</td>
<td></td>
<td>China</td>
<td><a href="http://www.tsc">http://www.tsc</a> offshore.com/cn/about/locations/</td>
</tr>
<tr>
<td>Eaton</td>
<td>86-021-52000 099</td>
<td><a href="mailto:ChinaWeb@eaton.com">ChinaWeb@eaton.com</a></td>
<td>Shanghai</td>
<td><a href="http://www.eaton.com.cn/">http://www.eaton.com.cn/</a></td>
</tr>
<tr>
<td><strong>Crane build</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GIS</td>
<td>+86 21 22818026</td>
<td></td>
<td>Shanghai</td>
<td><a href="http://www.gis-ag.cn/about.asp">http://www.gis-ag.cn/about.asp</a></td>
</tr>
<tr>
<td>Company</td>
<td>Phone</td>
<td>Email</td>
<td>City</td>
<td>Website</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------</td>
<td>---------------------------</td>
<td>------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Konecranes</td>
<td>86-21-26061000</td>
<td><a href="mailto:shanghai@konecranes.com">shanghai@konecranes.com</a></td>
<td>Shanghai</td>
<td><a href="http://www.konecranes.com/">http://www.konecranes.com/</a></td>
</tr>
<tr>
<td>VOLOX</td>
<td>8621-5187955</td>
<td><a href="mailto:sales@volox.cn">sales@volox.cn</a></td>
<td>Shanghai</td>
<td><a href="http://www.volox.cn">http://www.volox.cn</a></td>
</tr>
<tr>
<td>SWF krantechnik</td>
<td>+86-21-36528282</td>
<td><a href="mailto:info@swfkrantechnik.com">info@swfkrantechnik.com</a></td>
<td>Shanghai</td>
<td><a href="http://www.swf-hoist.com.cn/about-swf.html">http://www.swf-hoist.com.cn/about-swf.html</a></td>
</tr>
<tr>
<td>Demag</td>
<td>+86 21-37182222</td>
<td><a href="mailto:info@demagcranes.com.cn">info@demagcranes.com.cn</a></td>
<td>Shanghai</td>
<td><a href="http://www.demagcranes.com.cn/cn/index.jsp">http://www.demagcranes.com.cn/cn/index.jsp</a></td>
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<td>Eurocrane</td>
<td>+86 400-117-6888</td>
<td><a href="mailto:sales@eurocrane.com.cn">sales@eurocrane.com.cn</a></td>
<td>Shanghai</td>
<td><a href="http://www.eurocrane.com.cn">http://www.eurocrane.com.cn</a></td>
</tr>
<tr>
<td>Terex</td>
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<td>Beijing</td>
<td><a href="http://www.terex.com.cn/">http://www.terex.com.cn/</a></td>
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<tr>
<td>Abus</td>
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<td><a href="mailto:info@abuscrane.com.cn">info@abuscrane.com.cn</a></td>
<td>Shanghai</td>
<td><a href="http://www.abuscrane.com.cn">http://www.abuscrane.com.cn</a></td>
</tr>
<tr>
<td>Kalmar</td>
<td>(86)-21-5866658</td>
<td><a href="mailto:kalmarasia.info@cargotec.com">kalmarasia.info@cargotec.com</a></td>
<td>Shanghai</td>
<td><a href="http://www.kalmarasia.com/show.php?id=1238073">http://www.kalmarasia.com/show.php?id=1238073</a></td>
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<tr>
<td>Carstahl</td>
<td>+86-571-89936192</td>
<td><a href="mailto:sales@carstahl.cn">sales@carstahl.cn</a></td>
<td>Hangzhou</td>
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<td>Marine</td>
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<tr>
<td>Skaugen China</td>
<td>(86) 21 61632100</td>
<td></td>
<td>Shanghai</td>
<td><a href="http://www.skaugen.cn/">http://www.skaugen.cn/</a></td>
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<tr>
<td>MAN B&amp;W</td>
<td>+86 21 50301010</td>
<td><a href="mailto:shanghai@mandiesel.com.cn">shanghai@mandiesel.com.cn</a></td>
<td>Shanghai</td>
<td><a href="http://cn.mandiesel.com.cn/000039/%E5%85%AC%E5%8F%B8%E7%B9%96%E8%84.html">http://cn.mandiesel.com.cn/000039/%E5%85%AC%E5%8F%B8%E7%B9%96%E8%84.html</a></td>
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<td>MTU</td>
<td>+86 512 62850188</td>
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<td>Company</td>
<td>Contact Details</td>
<td>Location</td>
<td>Website Link</td>
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<td>--------------------------</td>
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<td>Alfa Laval</td>
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<td>Rolls-Royce</td>
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