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NEWS
• Sany Presents Localized Products at M&T Expo _06
• 125 Units Sold, 150 Million RMB in Sales at Brazil M&T Expo _08
• Sales Boom in Asia-Pacific _10
• Mining Machineries of Sany Wins a Golden Prize at Geneva International Exhibition of Inventions _12
• A Trip of Gratitude _13
• 43 Government Officials and Entrepreneurs from 14 Developing Countries Visit Sany _15
• Sany Heavy Industry Gives a Speech at National Scientific and Technological Innovation Conference _17
• Sany’s First Bulldozer Saves Energy by 20% _19

TECHNOLOGY
• Operation of GPS on Road Machinery _20
• Quick Release of Exhaust from Oil Circuit of Diesel Engine _21

SERVICE
• A Down-to-Earth Team _23

CUSTOMER RELATIONSHIP
• 2012 Customer Satisfaction Degree Prize Draw Survey _25

DEALERSHIP DEVELOPMENT
• Help Dealers Succeed _26

WORLD
• The Real Leadership Lessons of Steve Jobs III _27
The 8th International Trade Fair for Construction Equipment and the 6th International Trade Fair for Mining Equipment (M&T Expo) was held from May 29th to June 2nd at Center of Immigrant Exhibitions in Sao Paulo. As one of the 434 exhibitors, Sany Brazil presented 14 units of localized equipment at a booth of 2420m², attracting great attention of the visitors.

The company has invited its dealers and customers in Brazil and other countries of Latin America, hoping to raise the brand awareness and sales in the market through the event.

**Business with beer and performances**

More than 6000 people visited the booth of Sany where eight excavators, one grader, one after-sales car and four new models of mobile crane SAC2200, SRC550, STC600 and STC800 were exhibited. The booth of Sany is the largest one at the exhibition. Nearly 600 m² of performance area is the biggest highlight of the whole booth.

Numerous visitors were attracted by the preciseness and neatness of Sany equipment during the performances. Every hour four excavators would put on dances and other performances such as opening beer bottles for audience, painting and football playing.

Football juggler & model Raquel Benetti really enjoyed the show in which she gave performances together with a 5.5t excavator. “It was cool. I’ve performed for many people, but it’s the first time that I work together with a giant machine like this,” she said after the first show. There were also stunts in the air. Two acrobats Helen and Kátia were lifted and flew at over 8m high by a 80t crane. The enjoyable atmosphere influenced
every visitor. The legal person of Empremon Company Manoel Adorno likes the time he spent at Sany’s: “It’s very pleasant to have a place to relax after placing an order at such a big exhibition as M&T.”

Many customers would say “congratulations” when they left the booth. Indeed, the booth of Sany is the liveliest one at this exhibition. When all the other exhibitors were leaving around 8pm each day, the booth of Sany was still swarmed with visitors talking business with beer and band. Business with beer is very much Brazilian.

Close attention from the Government officials
May 29th, Consul General of Chinese Consulate in Sao Paulo Sun Rongmao and Deputy Consul General Hu Ying visited the booth of Sany. The marketing Director of Sany Brazil Yu Miao accompanied Sun to watch the performances of the excavators and introduced the localized operations and experiences in cross-cultural management. Sun Rongmao praised the localization of Sany in Brazil and expressed his pride of the company as it has elevated the international image of “Made in China”.

June 1st, the mayor of Jacarai Hamilton visited the booth of Sany. Hamilton spoke highly of the performance of Sany at the exhibition and said that it is the only booth he visited. The 3D presentation of the new workshop in Brazil is the most interesting thing for Hamilton. He exclaimed that the workshop is more of a garden and is probably the most beautiful one in Brazil.

Hamilton is an old friend of Sany. Since Sany Brazil bought land in 2010 up to now, he has established friendship with several managers of the company.

“Dragon and Elephant” in Brazil
“Dragon and Elephant” is a popular word in construction machinery industry in 2012. At the exhibition, the “Dragon” and the “Elephant” joined hands again. The booth of Sany is right next to that of Putzmeister. Customers of Putzmeister would always visit Sany, and the staff of the two booths would visit each other. After watching the show of Sany excavators on May 31st, the CEO of Putzmeister Robert Scheuch drove a excavator SY55 himself with great interest.
ANY Heavy Industry is pleased to announce the company sold more than 125 pieces of equipment during the five-day Latin American M&T Expo at the end of May. These sales generated about 150 million RMB at the show in Sao Paulo, Brazil, where more than 430 companies were represented by attendees from around the world. In addition to these sales, SANY received more than 6,000 visitors at the company’s booth.

Following the signing of each purchase agreement, customers sounded a large gong at the entrance to the booth. After buying an SY215 excavator, Joao Carlos Terribele, the director of Mecaleste, sounded the gong and said: “I have chosen SANY because of the equipment’s simple operation, high efficiency, durability and low maintenance costs. I am pleased to show my choice by sounding this gong.”

Manuel Adorno from Empremon also rang the gong. To date, Empremon has purchased five pieces of equipment from SANY, and the company is pleased with the quality and product support. “SANY provides excellent after-sales support,” Adorno said after purchasing a 220-ton crawler crane.

**Big Clients Make Surprise Visit**

How can one define SANY’s success in Brazil? Presently, more and more of the country’s largest clients are turning to SANY’s cranes and other products.

At the VIP cocktail party at the M&T Expo on May 29, SANY met with one of the largest consortia in the
state of Amazonas, which controls the major Amazon River ports and owns more than forty reach stackers. According to SANY Port Machinery Sales Manager Elton Lima, the customers had tried to meet with the company several times in the past.

“It was a surprise for us that they surprised us with their visit today,” Lima said. “After two hours of in-depth discussions, I believe SANY’s port machinery will see use in the ports along the Amazon River.”

**Perception of SANY Improves**
Following the M&T Expo in Sao Paulo, SANY’s Brazil’s local employees see the gap closing rapidly between the company and current industry benchmarks. SANY Brazil sent 20 of its top-performing staff to visit the exhibition, and most of them believe SANY is gaining respect in the domestic market.

**Dealer Morale Climbs Higher**
From January to May this year, SANY’s excavator and road machinery dealers in Brazil have felt higher sales pressure. During the M&T Expo, the dealers of the yellow line products signed sales orders for roughly one hundred pieces of equipment.

Valor Global, SANY’s dealer in the Sao Paulo region, sold 41 machines during the exhibition. Extremo Sul, the dealer for Brazil’s southern region, sold another 15 and noted rising morale with his team.
After the acquisition of Putzmeister in early 2012, the globalization of Sany is stepping towards a new high. With the penetration of the brand, good news keeps coming from the subsidiaries in Asia-Pacific region.

**Malaysia**

*The No.1 Concrete Pump Truck in Malaysia*

Recently, a Sany 43m concrete pump truck appeared at a construction site on the island of Labuan, breaking the monopoly of other brands at the local market. It is also the pump truck with the longest boom there. Its outstanding performance has won itself the title of “The No.1 Concrete Pump Truck in Malaysia”.

This 43m concrete pump truck has large pumping volume, high pumping efficiency and low malfunction rate. Not a single problem has happened since it was put into use three months ago. When the service engineer from Sany visited the customer in late May, the customer gave his thumb-up: ”Sany’s pump truck has really good performance!”

*Double empty container handler wins cheers at the port*

June 1st, three double empty container handlers were delivered to Port Kelang. It is the first time for Sany equipment to enter the largest port in Malaysia.

One midnight, when the service engineer of Sany received a call for help from the port, they travelled there immediately to help the operators who were not very familiar with the machines. The customer was deeply impressed and speaks highly of the product and service quality of Sany.

**Singapore**

*Large-tonnage crawler crane takes a big share in high-end market*

This May, a 400t crawler crane of Sany arrived at the 486 construction site on the east coast of Singapore, a tunnel construction project for the ring road around the country. This is the 26th Sany machine purchased by the key account Rong Nan and the largest crawler crane in Singapore.

The main responsibility of the 400t crawler crane is to lift the isolating hollow piles of 60m long and 120t heavy each. The working condition of the crawler crane is main boom angle range of 70-82 degrees and the working radius is between 7-10m. Currently the machine is working perfectly.
**No.1 sales volume of crawler crane**
Sany has successfully sold 35 crawler cranes in Singapore in 2011 and 15 from January to April this year, ranking the top in sales volume in Singapore.
As a return to the customers, Sany Science & Technology and its dealer in Singapore Ten-league jointly held a cocktail party as a promotional event for new products. Nearly 100 customers attended the party. The eight new crawler cranes launched at the party enjoyed great popularity. Four units of intentional order worth over two million USD was made on site.

**Vietnam**
**Six rotary drilling rigs working for the construction of Viettinbank Tower**
Located between Hanoi Downtown and the airport, Viettinbank Tower is the largest financial center in Southeast Asia and a new landmark in Hanoi. Currently six rotary drilling rigs is driving piles for the construction of the foundation. The service engineers of Sany is providing 24-hour premium service support. The construction will be finished in 2014. The 300,000m² center consists of two buildings, the top floors of which form a V-shape signifying VietinBank.

**First batch of mining vehicles enters Vietnamese market**
This May, Sany and T&CHE signed a purchase contract of seven mining vehicles, which will be used in coal mining of COC SAU KTV, a sub-company of Vinacomin. COC SAU KTV is the largest open-pit mining company in Vietnam. After several times of evaluation, it finally chose Sany equipment to undertake its major tasks.
After a period of time working, the performance of Sany mining vehicles has been recognized and trusted by Vinacomin, which indicates a promising prospect of the product in Vietnamese market.

**Philippines**
**Sany’s counter balanced fork lift truck has successfully entered Philippines market**
On May 10th, Sany Asia-Pacific sold the first counter balanced fork lift truck SCP250, which is the first time that Sany port heavy fork lift truck entered Philippines market.
Specially designed for ports, SCP250 is able to carry out the disassembly and maintenance of important equipment and daily operations of large ports. The counter balanced fork lift truck independently developed by Sany adopts many globally advanced technologies such as mobile power driving cab, forking device weighting, and intelligent anti-rollover protection. It maximizes the value for customers while providing high-quality products.

**Australia**
**The sixth reach stacker arrives in Australia**
On June 6th, the sixth reach stacker arrived at Fremantle Port of Australia. It was a great challenge for the service engineers as the customer requested the assembly to be finished as soon as possible.
The work went smoothly until the assembly of a few axle pins with a radius of 300mm. The engineers seemed to have difficulty in carrying on the job and the customer could do nothing to help with shortage of manpower.
However, the engineers adhered to the work even with a temperature of 40°C. Finally the key steps of the assembly were finished at 7pm. They were all exhausted but relieved and happy.
Mining Machineries of Sany Wins a Golden Prize at Geneva International Exhibition of Inventions

This April, Sany Heavy Equipment was invited to attend the 14th Geneva International Exhibition of Inventions held jointly by World Intellectual Property Organization, the Federal Authorities of the Swiss Confederation and the Government of Geneva. Its mining machineries won a golden prize at the exhibition.

Geneva International Exhibition of Inventions is one of the most well-known and professional exhibitions of inventions. This year, nearly 800 exhibitors from 46 countries presented 1000 inventions, creating a new record for the 40-year history of the exhibition.

The mining machineries Sany Heavy Equipment exhibited include roadheaders for conditions of full coal, half coal, hard rock or steep slope, roadheader with intelligent control such as automatic attitude orientation, adaptive cutting and remote operation, the multi-functional roadheader. The products feature in safety, reliability, steady exterior design with strength and power. The exterior design patent of tunneling roadheader and the patent of hard rock roadheader won the Golden Prize and Excellent Prize of Chinese Patent respectively, showing the strength of Chinese private mining machinery companies.

The prizes signify a firm step of Sany Heavy Equipment towards globalization with its mining machineries going out of China to the world.

(Sany Group)
June 21st, two special guests Owada Toyohiko and Hiroaki Sakai arrived at Sany Heavy Industry. They are engineers of Tokyo Electric Power who have operated the 62m concrete pump truck donated by Sany to cool down the radiators after the Fukushima Nuclear Crisis. They brought sake, which signifies friendship in Japan, as a token of gratitude for Sany Heavy Industry.

The high quality stands a 7-magnitude earthquake
“Xie Xie”, Owada Toyohiko used the Chinese word he had just learnt to express his thanks for the benignity of Sany Heavy Industry. He shared his experience at the Fukushima Nuclear Power Station.

After the crisis, Owada Toyohiko was aware that it was urgent for Tokyo Electric Power to inject water to the radiator. However, the operation cannot be carried out because of the height limitation of fire engines. When he saw the news of Sany donating a 62m concrete pump truck to Fukushima, he knew that the pump truck must be something, but it was beyond his imagination at that time that he could one day operate the machine himself.

Owada Toyohiko used the word “astonished” to describe his feeling when he first saw the pump truck. With the patient and careful explanation and instructions of Sany’s training engineers, it took only two days for the Japanese operators to learn how to inject water and video shooting with the pump truck.

According to Hiroaki Sakai, the excellent performance of Sany concrete pump truck can be attributed to three factors. Firstly, the size of the vehicle is small enough to have access to the nuclear power station; Secondly, not a single failure has occurred since the pump truck started 24h non-stop running at the site. Thirdly, the pump truck of Sany is highly resistant to earthquake.
Hiroaki Sakai told the reporter that another earthquake of 7 magnitude happened on April 11th 2011. All the engineers evacuated, but the pump truck was still there. “We thought the pump truck would fall down with it’s the boom fully extended, but we were surprised to discovered that it didn’t.”

**Witnesses of the friendship between China and Japan**

“Sany’s pump truck is equipped with remote control. It is possible to operate from two kilometers away, helping us to avoid areas with higher radiation,” said Hiroaki Sakai, “the pump truck played an important role. We Japanese people feel thankful for Sany and China.”

The two engineers brought Japanese sake as a gift. “Sake signifies friendship in Japan,” said Owada Toyohiko.

Sany gave two commemorative models of the donated pump truck to the guests. Hiroaki Sakai was exceptionally happy to receive the gift. He was wondering whether he could get a model of the machine when he was operating the pump truck in Fukushima. Now his wish has come true.

By the South No. 1 Workshop, Owada Toyohiko and Hiroaki Sakai saw the same 62m pump truck with the one in Fukushima. With excitement, Owada Toyohiko took up the remote controller. “It is even further improved," he said.

This year is the 40th anniversary of the normalization of diplomatic relations between China and Japan. Owada Toyohiko and Hiroaki Sakai hope that they could be the witnesses of the friendship between China and Japan.
On June 27th 2012, the advanced training class hosted by the Ministry of Commerce for developing countries’ government officials and entrepreneurs of mechanical industry paid a visit to Nankou Industrial Park of Sany. General Manager of International Operation and Planning Division Zhang Zhongke, Deputy General Manager of International Operation and Planning Division Cui Yongqian and representatives from Beijing Sany Machinery and Sany Electric received the 43 class members and officials of the organizer, China Chamber of Commerce for Import & Export of Machinery & Electronic Products (CCCME).

No. 1 Workshop of Nankou Industrial Park is the first stop of their visit. The guests were shown around the production line of rotary drilling rigs, Kelly bars and relevant components. With the most advanced equipment, it is the largest and most automatized production line of the kind with the largest capacity in the world. The officials and entrepreneurs listened to the introduction of the workshop carefully and watched attentively along the route.

At the workshop of wind turbines, the guests were first given a detailed introduction of how the wind turbine works in front of a model. As they walked around, they were shown the main components in a wind turbine nacelle such as gear box, controller, generator, yaw drive and shafts. They called it wonderful as the size of
the turbine is far beyond their imagination.

The workshop tour was followed by a lecture on the development of Sany Group. Zhang Zhongke, General Manager of International Operation and Planning Division gave a thorough presentation of corporate overview, domestic & global layout, significant events, honors earned, products, corporate social responsibility and development prospect. When Mr. Zhang introduced the eight business units and 25 product categories one after another, the guests were very impressed with Sany’s scope of business. They also showed their admiration when they saw pictures of Sany’s participation in several disaster-relief activities.

Deputy General Manager of International Operation and Planning Division Cui Yongqian was very glad to see so many officials and entrepreneurs from Africa, as they reminded him of the years he worked as an ambassador there. In his welcome speech, he emphasized on the rapid development of Sany in a global market place. He sincerely hoped that Sany could have even closer cooperation with the governments and enterprises of developing countries in the future.

Representatives of the guests later expressed their feeling about what they had seen and learnt. They thanked the company several times for all the arrangements of the program. The tour was extremely interesting for them and it has opened their eyes. “Sany is a miracle," they praised. Later at the discussion period, they raised their questions of concern, which Mr. Zhang answered in detail. The guests said that the visit was a successful and fruitful one and they would certainly share the amazing experience with their people at home.

( Liu Hui, Sany IOPD)
On July 6th, National Scientific and Technological Innovation Conference was held in Beijing with many Party and State leaders present. President Hu Jintao delivered an important speech at the conference.

This is the first innovation-themed conference of such a high level and coverage. Representatives of National Development and Reform Committee, Ministry of Science, Ministry of Finance, Beijing Municipal Government, etc. were invited to give keynote speeches. Among the nine speakers, Executive President and chief Expert of Sany Heavy Industry Yi Xiaogang is the only one from an enterprise instead of a government agency. His speech “Innovation Revitalizes National Construction Machinery Industry” was widely approved by the delegates. It is regarded as recognition of the top position of the company in the industry.

**Innovation makes Sany stronger**

According to insiders, the change of macro-environment brings about industry reshuffle, but leading companies can take the opportunity to distance their competitors. In the opinion of Yi, it is constant innovation that makes the company stronger. “Innovation is in the blood of Sany. We have won out the economic cycles of the country”, said Yi.

**Multi-dimensional innovation**

It is generally believed that the development of construction machinery is attributed to the 4 trillion RMB stimulus package of the Chinese Government, and it would lose its momentum with the support being
lessened. Sany Heavy Industry, which has enjoyed a rapid growth rate, was queried whether it would suffer heavy losses.

However, Sany Heavy Industry has maintained a positive growth rate in the shrinking market. It has realized sales revenue of 14.68 billion RMB during the first quarter of this year, a 4.9% increase compared to that of last year. With the gross profit rate of the industry falling for three consecutive years, it has managed a gross profit rate of 30%, higher than the average level of the industry. According to the investment strategy report of the second half of 2012 issued by CICC, leading companies like Sany are expected to fulfill their annual sales plan with a growth rate of 10%-15%.

Xiang Wenbo, President of Sany Heavy Industry, attributes the achievement to the company’s innovation, which helps realize endogenous growth and reduce the dependency on external economic environment. In his mind, Sany takes market opportunities by relying on innovation. Otherwise, it is never able to take advantage of favorable policies like the other multi-national enterprises.

With current economic downturn, Sany keeps improving internal management to raise its competitiveness. 2012 is a year of management benefits focusing on innovation of management system. It is estimated that its business system will save 600 million RMB by cost control and optimization of processes. Meanwhile, Sany is carrying out an innovation of sales system, switching from direct distribution to dealership. It has established a sales network of over 170 dealers. Innovation of lean production further improves product quality and innovative service activities such as “Cross-country Service Tour” and “Life-time Guarantee” create more value for the customers.

**The driving force of technological innovation**

Sany’s innovation in R&D enjoys a high reputation. Yi Xiaogang said: "Sany can never make such achievements without bold innovation." Each year, Sany would reinvest 5% to 7% of its sales revenue into R&D. Instead of traditional innovation with low cost advantage and technology import, Sany aims at high-quality products and independent R&D of core technologies and components.
June 29th is a special day, on which Shenzhou-9 returned to Earth, Jiaolong Submarine successfully dived to a depth of 7,000 meters and the first bulldozer of Sany General Heavy Machinery rolled off the production line.

Innovative energy saver
Registered in October 2011, Sany General Heavy Machinery Co., Ltd. fills in the blank of Sany Group in the product chain of earth moving and stonework. The Research Institute of Company started intensive market research right after its foundation and soon determined to develop a popular model SYT7 as the starter.

At that time, there were less than 15 people in the R&D project, most of whom were college graduates. But the team got on track within no time due to the hard work of all the members. Despite the poor office conditions, the team managed to complete the design of the machine, components and construction plan smoothly. They adopted advanced technologies such as high drive and pallet pivot suspension. The load sensitive variable hydraulic system is able to save more than 20% energy compared with traditional bulldozers.

A high-quality prototype
The development of SYT7 entered into a crucial stage in early June. The project team was divided into sub-teams to supervise the work of different manufacturing contractors in Hangzhou, Changsha, Yangzhou, Kunshan, etc.

Gearbox power transmission system is the core part of bulldozer. The sub-team of hydraulic power stationed at the manufacturing site in Hangzhou during the whole process, inspecting and taking record of each part and test. They even worked overnight to make the suitable hydraulic adaptor board that could not be found in the market. Usually it takes three months minimum to develop the whole power transmission system, but Sany did it in just one month. “It is a miracle”, said the contractor.

It is the same case with the rack and structural components. For two weeks, the sub-team of structural components took shifts to instruct the operators day and night. At the general assembly stage, meetings were held every morning and afternoon to solve any problem that emerged during the assembly. From the General Manager to the workers at the assembly line, every single one of the Company was engaged to give full support of the project. An engineer told the reporter:” SYT7 unifies the painstaking efforts of the whole company.”

Finally, SYT7 rolled off the production after only sixth months. It is a huge success for the project team, but they are aware that more challenges are ahead of them in the testing stage, and they are ready.

(Sany Group)
TECHNICAL EXCHANGE CASES

- Operation of GPS on Road Machinery
- Quick Release of Exhaust from Oil Circuit of Diesel Engine
Operation of GPS on Road Machinery

This screen page shows the working status of GPS. If the GPS system is abnormal, this page will pop up every 5 minutes. You can also go to this page via “System Functions” page to check information or conduct operations.

Keys and functions on this page:
- F1—→increase value (when inputting unlock password); F2—→decrease value (when inputting unlock password); F3—→Shift to the right position (when inputting unlock password); F4—→Cancel automatic pop-up of this page; F5—→Unlock (Effective when password is correct); F6—→Back to home page.

Screen display on different working status:
1) Early warning of locking machine: this page shows up in 72 hours before the machine is locked, prompting user to follow the instructions on the page. In this state, machine can work normally. After user contacts the service center, service center can remotely unlock the machine or give unlock password to user.

2) GPS failure: this page shows up when GPS system fails or communications are damaged. This page pops up when: there is no working signal of GPS for 1 working hour; there is no GPRS connection for 24 consecutive working hours. When GPS fails, the GPS communication must be restored by Sany service engineer, otherwise the machine will be locked in 72 working hours. If GPS communication is not restored, the machine will be locked again even when it is unlocked.

3) Locked: When this page shows up, machine has been locked and unable to work. This page pops up when: time of early warning is up; GPS failure is not fixed in 72 working hours. There’re 2 locking states: primary controller locking state: machine is unable to move at all; secondary controller locking state: machine is able to travel slowly, but unable to perform any operation. After user contacts the service center, service center can remotely unlock the machine or give unlock password to user.

4) Unlock machine by password: Press F3 to shift password position, press F1 or F2 to change value at the present password position. After inputting the 8-digit password, please press F5 to unlock machine. The page will show “Unlocked Successfully”. If you input unlock password when machine is not locked, the page will show “Machine not locked, invalid unlocking”.

5) Method of locking machine: This page is used as an interface for service engineer to lock machine when GPS terminal receives no signal, and the machine needs to be locked. Service engineer will set a time for machine locking. When the time is up, the machine will be locked.

Enter: In the home page, press and hold F2, F3 and F4 at the same time, and then input password. The password is the first 4 digits of GPS floating password;
Set the locking time: the method of setting the locking time is similar to that of modifying the hour meter;
Present value: the time remaining before early warning of locking machine pops up. 0 means locking is not timed;
Set the value: Set the value of working hours from the current hour indicated in the hour-meter to the time when early warning of locking machine pops up; Press F1 to shift to the “Enable” bar and press “OK”. Then go back to home page to check the GPS status, which
should be disabled. This means GPS is closed; press F1 to shift to the “Disable” bar and press “OK”. Then go back to home page to check the GPS status, which should be enabled. This means GPS is enabled.

Quick Release of Exhaust from Oil Circuit of Diesel Engine

If oil supply to oil circuit of diesel engine is blocked, diesel engine will be unable to work. How to quickly release exhaust from oil circuit of diesel engine is a question worth discussion. Here’s an example of quick exhaust release when the oil circuit of Cummins diesel engine is frozen and has paraffin deposit:

1) Fuel system of Cummins diesel engine:

2) Exhaust release: to put it simply, use electric fuel supply pump of the engine to release exhaust from oil circuit at low pressure, and then force start to release exhaust from oil circuit at high pressure. The detailed steps are as follows:

- Open the fuel inlet of high pressure fuel pump;
- Power the machine, and plug in and out the ECM power supply of the engine for a few times to release exhaust until oil comes out of the open fuel pipe. In order to prevent engine failure, remember to plug in and out ECM power supply only after the electric fuel supply completely stops pumping fuel;
- Connect the hose, and force start for a few times. Usually the engine is working normally. For the frozen fuel caused by paraffin deposit, we can also support the combustion by using engine starting fluid to help warm up the engine and resume normal fuel supply in the fuel circuit as soon as possible.

(Sany Group)
A Down-to-Earth Team
-The After-sales Service Department of Sany Heavy Machinery

“Practical, Endurable with strong execution capability” is the label of the after-sales service team of Sany Heavy Machinery. “They are reliable,” people who once worked with them are pretty impressive, “We never have a single worry while working with them.”

Communication and execution
The After-sales Service Department of Sany Heavy Machinery is a big team with nearly 200 members including staff working overseas. As the important of link between customers, dealers, R&D and manufacturing systems, it regards good communication as a must for their job. For after-sales service people, meeting is definitely the best platform for direct and clear communication. During weekly assembly is chaired by the Director of the department Zhong Youfu, all the problems would be discussed openly for the best solutions and labor division. Actions would be taken right after the meeting. When coordinating with other colleagues, they would always mind their ways of communicating, avoiding any imposing or offending tones of speaking.

Execution capability is another compulsory quality. “Actions speak louder than words” is the pet phrase of Zhong Youfu. In his mind, being efficient and decisive is essential for good service personnel. “Procrastination must be eliminated. Many people have been criticized harshly because of poor execution. But it is because of the harsh supervision that the team members have formed the working style of high efficiency and effectiveness.

Each job is a career
With a technical background, Zhong Youfu sees great importance in skill learning of the team. The establishment of the remanufacturing factory is a new opportunity in his eyes. He encourages his team members to spend at least half a day at the factory learning new skills.

“Learning is a life-long process. Constant self improvement helps better instruct the dealers.” In order to facilitate team learning, the department has non-scheduled exams of service & spare parts policies and service culture. The professional skills of the whole team have been significantly improved. Most of the service engineers have obtained intermediate or senior professional titles.

Every month the team has various activities such as service engineer professional certification, workshop training and service training for dealers. Each engineer has the opportunity to be a lecturer for service-related training. “Many dealers invite me to deliver training classes,” Jiang has already
Zhong Youfu likes to use the word “career” to describe everyone’s job, and the spirit of career has deeply rooted in the hearts of the team members. With their joint efforts, Sany service has been ranked as the top brand of the industry for two consecutive years.

(Sany Group)
The 61-day prize draw survey last year (Nov 1st to Dec 31st) collecting information of customer satisfaction degree from 11 dimensions has received great support from our overseas customers. 533 questionnaires were fed back with a response rate of 97.37%, covering 25 regional subsidiaries.

The Customer Relationship Department has summarized all the suggestions and criticism proposed during the survey and has sent them to relevant departments for improvement. Up to now, new administrative regulations or measures have been issued by departments related to branding, logistics, service and spare parts according to the opinions of the customers.

Based on the successful experience of last year, the Customer Relationship Department plans to launch the survey of 2012 this August. The details will be published soon on our official website www.sanygroup.com

You can send any inquiry or suggestion for this survey to crd@sany.com.cn We look forward to your attention and support!

(Xiao Tingting, Sany I.O.P.D)
The globalization of Sany Group sticks to the strategy of “localization” through cooperation with the overseas dealers. Dealers is a crucial role during the process, and the Company always bears the idea of “help dealers succeed” in mind. Communication with the dealers is thus a very important job.

Communication with the dealers is made in two levels, by staff and by senior management. There are two ways of staff communication. For daily communication, the colleagues of Dealer Development Department contact the dealers through email and telephone to learn about their operational situations. They would then coordinate internal resources to help solve any problem the dealers may have. They also contact the sales representatives overseas to collect information of the dealers. As for dealer visit, Dealer Development Department would visit the dealers according to its annual dealer visiting plan. Through visiting the dealers, our people are able to have a direct observation of the dealers’ companies and face-to-face conversations to publicize the latest policies and regulations. It is also beneficial for the establishment of good relationships with the dealers, laying down the foundation for future coordination.

Communication by senior management includes mutual visiting and Dealer Summit. Every year the senior managers of the Group would pay visits to overseas excellent dealers as a token of the importance attached to them, which reinforces the dealers’ confidence in cooperation with Sany. On the other hand, senior managers of the dealers would visit Sany once a year and the rapid development of the Group would always have them touched. During the Dealer Summit Sany Group holds every year, dealers with extraordinary performances would be awarded and both sides have the opportunity to discuss operational strategies together.

Dealers are faithful partners of Sany. Sany will rely on its partners and develop together with them.

(Wu Chengyue, Sany I.O.P.D)
SANY WORLD

THE REAL LEADERSHIP LESSONS OF STEVE JOBS (III)

DON'T BE A SLAVE TO FOCUS GROUPS

When Jobs took his original Macintosh team on its first retreat, one member asked whether they should do some market research to see what customers wanted. “No,” Jobs replied, “because customers don’t know what they want until we’ve shown them.” He invoked Henry Ford’s line “If I’d asked customers what they wanted, they would have told me, ‘A faster horse!’”

Caring deeply about what customers want is much different from continually asking them what they want; it requires intuition and instinct about desires that have not yet formed. “Our task is to read things that are not yet on the page,” Jobs explained. Instead of relying on market research, he honed his version of empathy—an intimate intuition about the desires of his customers. He developed his appreciation for intuition—feelings that are based on accumulated experiential wisdom—while he was studying Buddhism in India as a college dropout. “The people in the Indian countryside don’t use their intellect like we do; they use their intuition instead,” he recalled. “Intuition is a very powerful thing—more powerful than intellect, in my opinion.”

Sometimes that meant that Jobs used a one-person focus group: himself. He made products that he and his friends wanted. For example, there were many portable music players around in 2000, but Jobs felt they were all lame, and as a music fanatic he wanted a simple device that would allow him to carry a thousand songs in his pocket. “We made the iPod for ourselves,” he said, “and when you’re doing something for yourself, or your best friend or family, you’re not going to cheese out.”

BEND REALITY

Jobs’s (in)famous ability to push people to do the impossible was dubbed by colleagues his Reality Distortion Field, after an episode of Star Trek in which aliens create a convincing alternative reality through sheer mental force. An early example was when Jobs was on the night shift at Atari and pushed Steve Wozniak to create a game called Breakout. Woz said it would take months, but Jobs stared at him and insisted he could do it in four days. Woz knew that was impossible, but he ended up doing it.
Those who did not know Jobs interpreted the Reality Distortion Field as a euphemism for bullying and lying. But those who worked with him admitted that the trait, infuriating as it might be, led them to perform extraordinary feats. Because Jobs felt that life's ordinary rules didn't apply to him, he could inspire his team to change the course of computer history with a small fraction of the resources that Xerox or IBM had. “It was a self-fulfilling distortion,” recalls Debi Coleman, a member of the original Mac team who won an award one year for being the employee who best stood up to Jobs. “You did the impossible because you didn’t realize it was impossible.”

One day Jobs marched into the cubicle of Larry Kenyon, the engineer who was working on the Macintosh operating system, and complained that it was taking too long to boot up. Kenyon started to explain why reducing the boot-up time wasn’t possible, but Jobs cut him off. “If it would save a person’s life, could you find a way to shave 10 seconds off the boot time?” he asked. Kenyon allowed that he probably could. Jobs went to a whiteboard and showed that if five million people were using the Mac and it took 10 seconds extra to turn it on every day, that added up to 300 million or so hours a year—the equivalent of at least 100 lifetimes a year. After a few weeks Kenyon had the machine booting up 28 seconds faster.

When Jobs was designing the iPhone, he decided that he wanted its face to be a tough, scratchproof glass, rather than plastic. He met with Wendell Weeks, the CEO of Corning, who told him that Corning had developed a chemical exchange process in the 1960s that led to what it dubbed “Gorilla glass.” Jobs replied that he wanted a major shipment of Gorilla glass in six months. Weeks said that Corning was not making the glass and didn’t have that capacity. “Don’t be afraid,” Jobs replied. This stunned Weeks, who was unfamiliar with Jobs’s Reality Distortion Field. He tried to explain that a false sense of confidence would not overcome engineering challenges, but Jobs had repeatedly shown that he didn’t accept that premise. He stared unblinking at Weeks. “Yes, you can do it,” he said. “Get your mind around it. You can do it.” Weeks recalls that he shook his head in astonishment and then called the managers of Corning’s facility in Harrodsburg, Kentucky, which had been making LCD displays, and told them to convert immediately to making Gorilla glass full-time. “We did it in under six months,” he says. “We put our best scientists and engineers on it, and we just made it work.” As a result, every piece of glass on an iPhone or an iPad is made in America by Corning.

To be continued

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