

# Come on CTAM! 加油 天津柯雅

## A call for action 行动召唤

Dear all,  
各位同事

I hope that this message finds you all safe and well whether you are in Tianjin, Shanghai or still in your hometown following the Chinese New Year. We find ourselves in an unprecedented situation with an external factor that threatens to make our challenge of securing the long-term sustainability of CTAM, just a little bit harder.

无论您是在天津、上海还是春节后仍在家乡，我都希望您看到这封信时，您是平安的。我们发现我们正处于一个前所未有的局面，也许您会觉得这个外部因素可能使我们保证天津柯雅长期可持续上所面临的挑战性更大。

It is with this in mind, that I wanted to get in touch with you, to reassure you that whilst many of us (if not all of us) are feeling a little off-balance in dealing with the situation in which we find ourselves, I have every confidence that the experience will not only make us stronger as an operation but will align us to work as One Team to serve our customer in the most efficient way possible.

正是考虑到这一点，我想和大家保持联系，让大家放心，虽然我们中的许多人（肯定不会是所有人）在处理我们所处的情况时会感到有些失衡，但我相信，我们的经验不仅会使我们的业务更加强大，而且会使我们更加团结一致，以最有效的方式为客户服务。

### **Safety and Health of our people 员工的安全与健康**

The health of our people will always be our top priority in line with our commitment to our people to create a safe working environment and I know Hunter and his team are implementing arrangements to enable the safe start-up of our operation as soon as we can (Target is Monday 17 February up to now). We are fully committed to the rules laid out by local government, which are there for our protection and we will only start work once we can comply. Hunter will of course be talking to you directly in more detail on this subject and your support and cooperation is vital.

根据我们对员工创造安全工作环境的承诺，员工的健康将始终是我们的最高优先考虑事项，我知道张总和团队正在执行各项安排，以便尽快安全启动我们的复工（目标是2月17日星期一）。我们完全致力于遵守当地政府制定的规则，这些规则是为了保护我们，只有我们能够符合条件，我们才会开始工作。张总当然会直接和大家更详细地讨论这个问题，各位同事的支持和合作是至关重要的。

### **Ongoing salary payments 正在进行的工资支付**

In spite of having a forced closure, we believe we have reinforced the reason why you should have trust in Colart as we have ensured the ongoing processing of all salary payments. The closure is out of everyone's control, but we strongly believe our people should not be impacted

within first payroll period and in future that be paid strictly by following legal requirements. This is clearly a strong benefit of having owners with a long-term perspective.

尽管被迫停工，但我们相信，我们已经强化了您信任柯雅的理由，因为我们将确保所有工资支付的持续处理。停工是每个人都无法控制的，但我们坚信，我们的员工在第一个付薪周期内不应该受到影响，今后我们也要严格按照法律的规定去支付工资。这显然是拥有长远眼光的雇主的一大优势。

## Priority areas 优先工作事宜

Servicing our customers must be our number one priority – whilst our retailers in China have been closed, they have expressed to our commercial colleagues that they expect us to ship them the orders and free goods that we owe them as soon as possible. For this reason, Hunter and Jim are working closely to ensure shipments out of the factory are prioritised with a focus on Cotman and Marker Pen closely following. We know a number of our competitors are already in action so we must show our customer base how responsive we are to reflect our understanding of their own cash flow challenges.

为我们的客户提供服务必须是我们的首要任务——虽然我们在中国的零售商也被迫暂时停止经营，但他们已经向我们的商务中心的同事表示，他们希望我们尽快向他们发货，并尽快提供我们晚交货于他们的订单，并且是以账期的形式先交货先不付款。出于这个原因，张总和杨总正在密切合作，以确保出货是工厂优先考虑的工作，还有重点是接下来的歌文和马克笔的交货，我们知道我们的一些竞争对手已经在行动，所以我们必须向我们的客户群展示出我们非常理解我们的客户在特殊时期他们在现金流方面的挑战与困难。

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Finally coming back to my opening statement – the current situation is a set-back, but it will NOT define us. CTAM, as explained to you by Hunter prior to Chinese New Year, has its future in the domestic market. The domestic market is hurting because of our lack of efficient supply and competitive pricing. I believe we can turn this around and I have faith in each of you to make this a reality. The future is in your hands and let's make it a secure reality.

最后回到我的开场白-目前的情况是看似是阻碍重重，但它不会就此界定我们。张总在春节前向大家解释说，CTAM在国内市场上是有其发展前景的。由于我们缺乏有效的供应和有竞争力的价格，国内市场才受到冲击。我相信我们能扭转局面，我相信你们每个人都能实现这一点。未来掌握在大家的手中，让我们一起把天津柯雅变成一个有保障的现实实体。

During my 5 years working period in China, I was used to say “there, nothing is impossible!” and once, again I am convinced we are going to build an incredible strong CTAM.

以我在中国工作5年的经验，我常说“在中国，没有什么是不可能的！”“我再次确信，我们将建立一个强大的天津柯雅！”

Take care of you and yours!

照顾好您自己以及您身边的家人同事！

D Murzeau

多米尼克

Eurasia Manufacturing GM

欧亚制造总经理

## Any questions?

任何问题

Should you have any questions or thoughts about the current situation please send an email to [people@colart.com](mailto:people@colart.com) and we will come back to you as soon as possible.

如果您对当前情况有任何疑问或想法，请发送电子邮件至[people@colart.com](mailto:people@colart.com)，我们将尽快回复您。