

Toyota Boshoku Roots in China and Creates Comfortable Space for Cars

丰田纺织植根中国 编织舒适汽车空间

Interview with Mr.Fumitaka Ito, the Director & Executive Managing Office of Toyota Boshoku Corporation and the Chairman of Toyota Boshoku (China) Co., Ltd.

访丰田纺织株式会社取缔役兼专务役員、
丰田纺织（中国）有限公司董事长伊藤 文隆先生

口 本刊记者：黄晏陵 刘伯英

丰田汽车的广告词“车到山前必有路，有路必有丰田车”常在我们耳边萦绕。丰田汽车是全球第一大汽车生产企业，2010 年生产了 856 万辆，成为日本的“国家名片”。鲜有人知的是现在已经处于高端制造业顶峰的丰田，在生产汽车之前，曾是一家纺织企业。1918 年日本的发明大王丰田佐吉创办了丰田纺织；1926 年创办了丰田自动织机制作所；1933 年创办了丰田汽车事业部。上海是丰田纺织的福地，丰田佐吉早在 1921 年就在中国开办了上海丰田纺织厂，随后又开办了上海丰田纺织厂铁工部，修理纺织机械。今年 11 月 29 日正好是丰田纺织在上海发展 90 周年。在上海长宁区万航渡路 2318 号原上海丰田纺织厂铁工部旧址即今天的上海丰田纺织厂纪念馆，举行了隆重的庆典仪式。上海丰田纺织厂纪念馆被列入上海工业遗产保护目录。

2011 年岁末，我们采访了丰田纺织株式会社取缔役兼专务役員、丰田纺织（中国）有限公司董事长伊藤 文隆先生，一同出席采访的还有副总经理庄志强博士。伊藤先生是一位睿智博识的长者，是丰田纺织株式会社里的重量级人物，在华工作了近 10 年，之前还在欧洲、中国台湾工作多年，拥有丰富的海外企业经营管理经验。采访中伊藤先生围绕企业的过去、现在和未来，进行了深入的沟通和交流。

今天的丰田纺织是全球第三大汽车内饰企业和日本最大的汽车内饰企业。丰田纺织（中国）有限公司是丰田纺织株式会



董事长伊藤 文隆先生 FUMITAKA ITO Chairman

社全资子公司，2002 年 3 月在上海设立技术开发中心，2008 年 3 月成为丰田纺织集团旗下的中国地区统括公司，从长春到广州设有 12 家公司，共有 7000 多名员工，主要从事汽车座椅及内饰件的设计、开发、生产和销售，2010 年 9 月增资为 4280 万美元。公司共有三大事业部：内饰事业部从事汽车座椅、门板内饰、成型顶篷地毯等内饰产品的开发和生产；滤清器、动力传动事业部开发并生产效率高、使用寿命长、节能的滤清器产品；纤维、外装事业部开发并生产座椅安全带、行李箱网兜、内饰面料等纤维产品。

谈及丰田纺织在中国的研发投入，伊藤先生说：“开发中心最早是从接受日本方面的委托业务起步的。2008 年开始明确开发中心要为中国市场服务，在现地做开发。丰田纺织（中国）有限公司有 230 人，其中从日本派遣来的有 45 人。人才现地化也是我们的经营目标，尽量使本地员工

提高开发和管理技能和素质。企业的成败决定于人才。从 2002 年开始公司加大力度定期派中国员工去日本总部研修，时间有 3 个月、1 年、2-3 年不等，在日本边学习边工作，前后重点培养了近百人。这一培训计划的实施，收到了良好效果，人员流失率很低，确实学到了东西，有力地促进了企业的发展。从人才培养的角度讲，日本企业与欧美企业有较大的区别，重视自己培养人才，从企业文化、长远发展的角度来看，我们认为是很重要的。”

机遇与挑战并存。伊藤先生说：“汽车内饰进入的门槛较低。中国汽车发展同时存在两个方向：其一是国内自主品牌的主机厂为适应大众的消费，强调经济型、低成本车辆，如 3 万元的车，使一般人也能享受汽车的乐趣。为此，主机厂要求内饰件供应商质量上可以稍差些，以保证他们的价格成本，在这方面，国内的零部件企业有成本优势和竞争力，也是中国政府所倡导的。其二是国内自主品牌的主机厂如奇瑞、吉利、长城汽车等都发展得很快很好，但对于总是打价格战、低成本，也很苦恼，因为消费者也要求有更高质量的产品。因此，它们在开发新产品和新车型时，则要求厂家提供高质量的零部件，这对我们来讲是好事，也是我们的长处。日本的汽车业发展要早于中国，我们早已经历了此过程。主机厂竞争激烈，迫使他们降低售价、降低成本，但发动机、变速箱、车桥等大件可挖潜力有限，降不下来，降价通常打内饰的主意，这对我们来说压力很大。成本降下来，售价便宜，相应的会出现质量问题，使消费者对设计不满。这



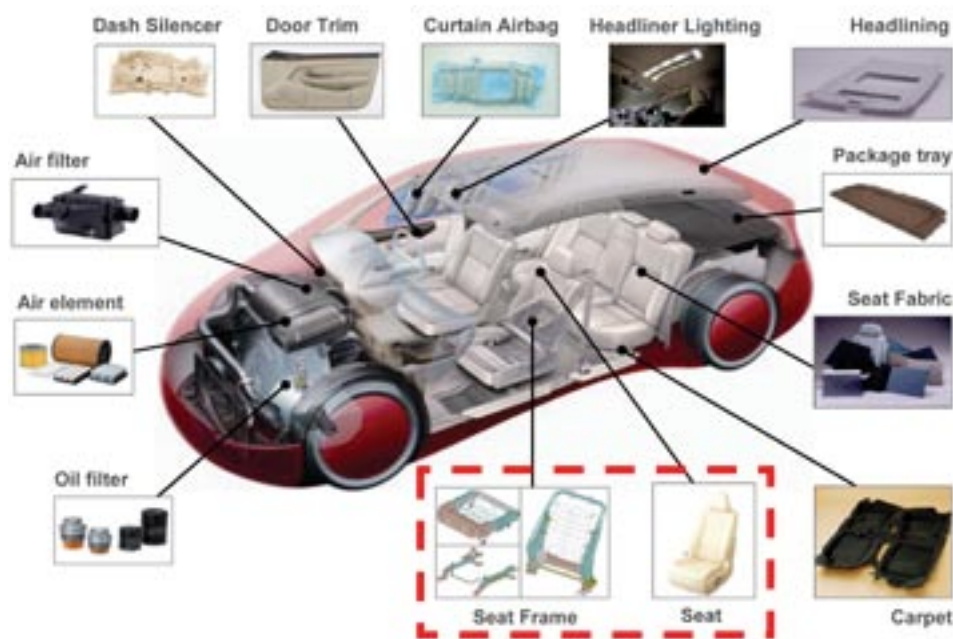
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样一来，主机厂又开始重视质量，要求提高成本、提高规格和增加式样，这对我们来说又回到了原来的出发点。目前我们在中国市场两件事情同时在做，兼顾两种潮流和两种倾向。我们坚持给主机厂和用户提供高质量、高质感的内饰，让大家一看就知道是精品，有很好的质量。我们相信，只要坚持这些，就有我们生存的空间和继续发展的前景。”

谈到公司未来在中国市场的发展计划时，伊藤先生表示：“丰田纺织在目前中国 90% 的业务是针对丰田汽车的。过去 10 多年我们在中国的基础打的很扎实。从去年起开始拓展新客户，加强丰田汽车之外的营业和销售力度。中国自主品牌主机厂的发展速度很快，大大超出我们的预期。我们要抓住这一机遇，跟上中国汽车发展

的速度和步伐。亚洲是世界经济发展的引擎，中国会有更持续更进一步的成长。所以中国是丰田纺织最重要的市场之一。我们会投入更多资源、技术和采用最新的管理方法，包含新工厂和整个公司的管理，来加大在华发展的力度。从战略上讲，到 2015 年之前计划在沈阳或渤海湾、华东地区、南方增设 3 家新工厂。丰田纺织已在中国走过了 90 年历程。我们希望在未来的 100 年、120 年里，把根扎得更牢，成为让中国消费者喜爱和接受的公司，为开发出有利于社会、有利于环境、有利于人类，有利于地区发展的技术和产品而不断努力。”

丰田纺织植根中国，编织舒适汽车空间。我们真诚的祝愿丰田纺织在华的事业取得更大的发展成就！





We can't be more familiar with the advertisement of Toyota -- "where there is a way, there is Toyota". Toyota is the largest car manufacturer in the world. In 2010, Toyota manufactured 8.56 million vehicles and became a "national card" of Japan. However, it is rarely known that Toyota, a top enterprise in high-end manufacturing industry, used to be a textile enterprise before manufacturing cars. In 1918, Sakichi Toyoda, the King of Japanese inventors, founded Toyota Boshoku; later, he set up Toyoda Automatic Loom Works and Toyoda Automobile Department in 1926 and 1933 respectively. Shanghai is a promising place for Toyota Boshoku. Early in 1921, Sakichi Toyoda founded Toyota Boshoku (Shanghai) Plant and subsequently a Blacksmith Department for the Plant to repair textile machinery. November 29th of 2011 is the 90th anniversary since Toyota Boshoku entered Shanghai for development. On this occasion, a grand ceremony was held in the Memorial Hall of Toyota Boshoku (Shanghai) Plant, namely, the former site

of its Blacksmith Department (No.2318 Wanhangu Road, Changning District, Shanghai). The Memorial Hall of Toyota Boshoku (Shanghai) Plant has been listed into Catalogue of Protected Industrial Heritage in Shanghai.

Mr.Fumitaka Ito, the Director & Executive Managing Office of Toyota Boshoku Corporation and the Chairman of Toyota Boshoku (China) Co., Ltd., is a heavy weight of Toyota Boshoku Corporation and has worked in Chinese for approximately 10 years. Before, he also worked in Europe and Taiwan for many years and accumulated abundant experience in overseas enterprise operation and management. At the end of 2011, Ito, accompanied by Ph.D Zhuang Zhiqiang (the Vice-president), talks with Multinationals in China about the past, present and future of Toyota Boshoku.

Toyota Boshoku is the third largest automotive interior enterprise in the world and the largest one in Japan. Toyota Boshoku (China) Co., Ltd. is a wholly owned subsidiary of Toyota Boshoku Corporation. In March 2002,

Toyota Boshoku China set up a technical development center in Shanghai; in March 2008, it became a head office of Toyota Boshoku Group in China and had 12 branches spreading from Changchun to Guangzhou, with over 7000 employees in total. Toyota Boshoku China has been dedicated to the design, development, manufacture and marketing of automotive seats and interior products, and increased an investment of USD42.80 million in September 2010. Toyota Boshoku China has three departments: Automotive Interior Department, devoting to the development and manufacture of automotive seats, door trims as well as shaped roofs and carpets; Automotive Filter and Powertrain Department, devoting to the development and manufacture of high-efficient, long-life and energy-saving filter products; Fabric and External Department, devoting to the development and production of seatbelt, luggage tuck net and inner facing material.

When talking of the R&D input in China, Ito says, "the development center started from the entrustment of Japan. In 2008, it was made clear that the development center should serve Chinese market and conduct local development. Toyota Boshoku China had 230 employees, 45 of which were sent from Japan. Talent localization is also one of our operation objectives so as to improve the development and management skills as well as quality of local employees. The success of an enterprise depends on excellent talents. Since 2002, Toyota Boshoku China began to send more Chinese staff to study in Japanese headquarters for 3 months, 1 year or 2~3 years while they also worked in Japan; and nearly 100 employees have been trained. The training plan proves rather effective since less staff leaves our company and they do learn a lot, which

vigorously promotes the development of the enterprise. From the perspective of personnel training, Japanese enterprises are quite different from European and American enterprises since the former attaches more importance to self-cultivated talents. And I believe self-cultivated talents are of significant in terms of corporate culture and long-run development."

Opportunities and challenges coexist. Ito says, "automotive interior has a rather low entry threshold. There are two directions in the development of Chinese automotive: one direction is that the domestic OEMs with self-owned brand tend to emphasize economical and low-cost vehicles so as to adapt to the public demand; for example, a RMB30,000 car can also make common people enjoy themselves. Therefore, OEMs suggest the interior suppliers that slightly poor-quality interiors may be provided so as to ensure low cost. In this respect, the domestic component enterprises have cost advantages and stronger competitiveness, which are also advocated by Chinese government. The other direction is that domestic OEMs with self-owned brand (such as Chery, Geely and Great Wall), who gets rapid development, feel worried about continuous price war and low cost since some consumers also demand vehicles of higher quality. Thus, they tend to request the manufacturers to provide quality components for new products and new models, which is in favor of us because we are good at it. Since the development of Japanese automotive industry started earlier than that of Chinese automotive industry, we experienced such situation long time ago. Those OEMs have to sell cars at a very low price due to fierce competition, but the engines, gear boxes and axles have little space for price reduction. So, they usually want price reduction through



高品质的汽车座椅及内饰件

interiors, which imposes a lot of pressure on us. The reduced cost and selling price will cause quality problems accordingly so that the consumers feel dissatisfied with the design. In this way, OEMs begin to emphasize quality and require higher costs, improved specifications and increased patterns. We simply return to where we started. Presently, we consider both trends in Chinese market and insist providing high-quality interiors for OEMs and users. We believe that there is space for us to survive and move on continuously as long as we persevere."

When mentioning the future development plan of Toyota Boshoku in China, Ito expresses, "90% businesses of Toyota Boshoku in China serve Toyota. Over the past 10 years, Toyota Boshoku has laid a solid foundation in China. Since last year, Toyota Boshoku began to develop new customers and increase businesses and sales beyond Toyota. Chinese OEMs with self-owned brand grow much more rapidly than we had expected. We will seize such opportunity to keep up with the growing speed

and pace of Chinese automotive. Since Asia is the engine of world economic growth, China will witness deeper and longer development. Thus, China is one of the foremost markets of Toyota Boshoku. We will input more resources and technologies and apply the latest managerial approach (including management on new plant and the whole corporation) to intensify our development in China. Strategically, we are going to build 3 new plants in Shenyang or Bohai Bay, East China and South China respectively by 2015. Toyota Boshoku has developed in China for over 90 years. We hope Toyota Boshoku can take a deeper root in China in the future 100 or 120 years, become a well-accepted company among Chinese costumers, and make continuous efforts to develop technologies and products which benefit society, environment, human being and regional development."

Toyota Boshoku roots in China and creates comfortable space for cars. We sincerely hope Toyota Boshoku will make greater achievements in China!



1921年成立上海丰田纺织厂（上海丰田纱厂）——丰田集团踏出在中国的第一步，现图为旧址纪念馆

