

Developing Chinese Market is an Important Strategy of Hitachi Construction Machinery

发展中国市场是日立建机的重要战略

—— Interview with Mr.Akihiko Hiraoka, the Executive Director of Hitachi Construction Machinery Co., Ltd. and the Managing Director of Hitachi Construction Machinery (Shanghai) Co., Ltd.

—— 访日立建机株式会社执行董事、日立建机（上海）有限公司董事总经理平岡明彦先生

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1978年，中国实行改革开放政策，使中国经济出现了新的转机并带来了快速的增长，吸引了众多跨国公司进入中国谋求发展。30多年过去了，在市场优胜劣汰的法则面前，一批具有超越技术和敏锐市场洞察力的跨国公司勇立潮头，得到了快速发展。日立建机（上海）有限公司就是其中的一个代表。

十年前，记者在上海采访了日立建机株式会社执行董事、日立建机（上海）有限公司董事总经理平岡明彦先生。这是一个10年之约。岁月如梭，在老友重逢般的亲切氛围里，进行了我

们10年之后的对话。

日立建机株式会社是全球久负盛名的日立制作所的全资子公司，在日本成立于1970年，是世界领先的建筑设备生产商，通过遍布全球的经销网络向全世界销售产品。凭借其丰富的经验和先进的技术开发并生产了众多一流的建筑机械，成为世界上最大的挖掘机跨国制造商之一。拥有40多年骄人发展历史的日立建机凭借着强大的技术实力和人才优势，正积极稳健地发展中国市场。

沉稳、诚朴、睿智、谦和是平岡明彦先生留给记者最为深刻的印象。谈到这些年的发展历程，平岡明彦先生介绍说：“日立建机发展非常迅速，自1995年进入中国市场以来取得了骄人的成绩。最近10年，我们又尝试了很多新的做法。2007年，我们在中国投资代理店，这是日立建机在中国的一次大胆尝试。我们在海外市场投资代理店早已

有先例，如东南亚、新西兰、澳大利亚、英国和意大利等国家，很多代理店均为日立建机出资过半进行经营。2007年，日立建机投资青岛诚日，以合资代理经营的营销模式实行利益共享、风险共担。青岛诚日便成为了日立建机在中国市场的第一家合资代理店。第二个大的变化就是，2007年年底成立日立建机（租赁）中国有限公司，在短短数年的经营时间里，我们所经手的金额已达到100亿元人民币，这是非常大规模的融资渠道，已成为业内最大的融资机构之一。”

毫无疑问，中国作为新兴市场已经成为日立建机目前以至未



来的最重要增长点。随着中国经济的迅猛发展，中国工程机械市场的竞争也异常激烈。逆水行舟，不进则退，在中国发展的16年间，日立建机无疑有着绝佳的市场表现。盘点近几年的全球工程机械制造商排行榜单，日立建机从2006年、2007年的全球第四，到2008年的全球第五，再到2009年、2010年的全球第三，仅用数年时间，日立建机便稳扎稳打，悄然间挺进全球三甲。

如此骄人的业绩，并非一朝一夕造就。日立建机在保障产品质量的基础上，不断强化自身的技术开发及内部管理，为了让顾客得到最大程度的满意而不懈努力。平岡明彦先生在谈到中国市场10年变化时说：“从市场规模上来说，中国市场与十年前相比成长了10倍，其显著特点就是中国国内生产厂家快速增长，他们都有了长足的进步。与此同时，客户水平也不断提高。10年前，工程机械的客户不太重视服务，而现在对服务的要求也越来越严格。对于这些变化，我们除了在质量上更加精益求精、在技术上借助集团实力不断提高外，目前在中国的事务所共有12个，同时设立了很多分支机构，以提高客户服务质量。所以，快速应对市场需求也是我们这些年的一个显著变化。目前，在全球经济低迷的背景下，中国矿山开发并没有受到太多影响，发展速度很快。我们为这个市场提供的产品很多，比如日立建机在120吨级以上的大型挖掘机市场占有率达到40%。还有800吨级全世界最大的液压挖掘机也将进入中国市场。”

一直以来，日立建机所提供的高质量产品及周到细致的服务，赢得了越来越多的市场。日立建机凭着不懈努力和技术实力已在世界各

地市场稳占领先地位，在中国也得到了广泛的认可和赞誉。

如果说日立建机的成功是产品和服务的成功，那么人才的培养则是日立建机成功的制胜法宝。拥有多年管理经验的平岡明彦先生深谙其道，他说：“中国处于改革期，充满机遇。我认为得到优秀人才对于企业来说至关重要。人才是日立建机最重要的资产。我们希望员工能经过自己的思考和探索逐渐成长，而不是领导由上而下的教育员工。举个例子，合肥工厂现在拥有自己的设计部门，他们根据中国市场来设计产品。我常常对年轻人说，员工要用自己的知识进行创造性劳动，生产出适合世界的产品，让它在世界通用，这时候知识才能真正成为财富。”

谈到未来，平岡明彦先生充满信心地说：“中国是未来全球经济增长的亮点，也是日立建机的业务发展重心。我们会继续增加投资。目前我们在合肥正进行投资买地，建新厂房，计划把合肥的生产能力提升到6万台的规模。目前中国矿山开采发展迅速。我们在设备生产、培训人员等方面都在有计划的进行；对于人才，特别是中间管理层的投入将持续不断，要把中国员工培养成世界级员工。日立集团在中国与国内大学合作进行各项研究开发。为了帮助员工达到世界水平，日立建机（上海）有限公司也积极开展多方面多种类的员工培训。”

在采访快要结束的时候，记者问平岡明彦先生，在服务中国的10年间令他最满意的事情是什么，平岡明彦先生感慨地说：“这是10年前你们给我和员工一起拍的照片。10年过去了，当年的员工都成长得非常好，这是我最开心、最满意的事情。”平岡明彦先生用质朴的语言表达了他内心的情感。

纵观30多年的变迁，中国的改革开放带来了经济的蓬勃发展，同时也给跨国公司提供了宝贵的历史机遇。日立建机将紧跟时代的步伐，把发展中国市场作为日立建机最重要的战略，在与客户共同发展的道路上实现互利共赢！



In 1978, China began to exercise the reform and opening-up policy, which made a new favorable turn for China's economy, brought in a rapid economic growth and attracted many multinational companies to seek for development in China. Over the 30 years, a number of multinational companies with advanced technology and sharp market insight have achieved fast development under the market principle of survival of the fittest. A typical example



is Hitachi Construction Machinery (Shanghai) Co., Ltd.

In ten years ago, the reporter interviewed with Mr. Akihiko Hiraoka, the Executive Director of Hitachi Construction Machinery Co., Ltd., the Managing Director of Hitachi Construction Machinery (Shanghai) Co., Ltd.. After ten years at present, we meet again and have the conversation under a cheerful atmosphere.

Hitachi Construction Machinery, founded in 1970 in Japan, is a wholly-owned subsidiary of renowned Hitachi Limited; it is a world-leading construction equipment manufacturer and sells products all over the world through a global distribution network. Moreover, Hitachi Construction Machinery has, by virtue of extensive experience, advanced technology and first-class construction machinery, become one of the largest multinational excavator manufacturers in the world. With over 40-year history, Hitachi Construction Machinery is positively and steadily developing Chinese



market through its powerful technical strength and talent advantage.

When talking of the development history of Hitachi Construction Machinery over the years, Mr. Hiraoka says, "Hitachi Construction Machinery has grown rapidly and made remarkable achievements since its access to Chinese



market in 1995. In recent 10 years, we have attempted new practices. In 2007, we invested an dealer in China, which is a bold attempt of Hitachi Construction Machinery in China. However, we had invested dealers in such overseas markets as Southeast Asia, New Zealand, Australia, UK and Italy and held over half shares of many of them. In 2007, Hitachi Construction Machinery invested Qingdao Chengri and shared both profits and risks with it as a joint venture dealer. Thus, Qingdao Chengri became the first joint venture dealer of Hitachi Construction Machinery in China. The second change was that Hitachi Construction Machinery Leasing (China) Co., Ltd. was established in 2007; merely over a few years, we handled RMB 10 billion, which was a rather large-scale financing channel; and now it has become one of the largest financing institutions in the



industry."

As an emerging market, China has undoubtedly become the foremost growth point of Hitachi Construction Machinery at present and even in the future. With the rapid growth of Chinese economy, China's engineering machinery market also becomes rather competitive. Over the 16-year development in China, Hitachi Construction Machinery has demonstrated excellent market performance. From the ranking list of global engineering machinery manufacturers in the past few years, we can see that Hitachi Construction Machinery ranked fourth in 2006 and 2007, fifth in 2008, and third in 2009 and 2010. It only took a few years for Hitachi Construction Machinery to become one of the top three manufacturers in the world.

Such outstanding achievements can't be made overnight. While guaranteeing product quality, Hitachi Construction Machinery also continuously strengthens its own technology development and internal management and endeavors to get the greatest satisfaction of customers. When mentioning the change of Chinese market over the 10 years, Mr. Hiraoka says, "Chinese market has increased by 10 times in scale and is featured by rapid growth of Chinese domestic manufacturers. Meanwhile, the level of customers also improves continuously. 10 years ago, the customers of engineering machinery attached little importance to services; however, things have changed now. In response to such change, we are not only keeping the improvement in technology, but also set up 12 offices and many branches in China so as to enhance our service quality. Therefore, we can make more rapid response to market demand. In the context of global economic downturn, Chinese mine exploitation still grow rapidly. We have provided various kinds of products for Chinese market; for example, over 120t large excavators of Hitachi Construction Machinery have accounted for 40% market shares, and the largest hydraulic excavators (800t) in the world will also be introduced to Chinese market."

Hitachi Construction Machinery always provides quality products and considerate services so as to win more and more markets. By virtue of unremitting efforts and technical strengths, Hitachi Construction Machinery has taken a leading position in markets throughout the world and received extensive recognition and reputation in China.

If the success of Hitachi Construction Machinery is base in its success of products and services, the cultivation of talents is the key factor for its success. Mr. Akihiko Hiraoka, with years of management experience, knows the truth well. He says, "China is under reform and full of opportunities. In my opinion, it is

of great significance for enterprises to have excellent talents. Talents are the most important assets of Hitachi Construction Machinery. We hope our employees can keep growing through their own thinking and exploration, rather than following the instruction from the leadership. For instance, Hefei Factory has its own design department which can design products according to the needs of Chinese market. I often tell young people that all employees shall use their own knowledge to make creative efforts and produce products suitable for the world; and only in this way the knowledge can become their real wealth."

Talking about the future, Mr. Hiraoka says confidently: "China is the bright spot of future global economic growth and also the business development target of Hitachi Construction Machinery. We will make more investment.

Presently, we are processing to buy land and build a new factory in Hefei so as to increase the production capacity of Hefei factories to 60,000 units. Considering that Chinese mine exploitation grows rapidly, we are producing equipment and training personnel as planned. Moreover, we will make continuous investment in talents, especially middle

management, and train our Chinese employees into world-class ones. Hitachi Group has carried out a few R&D with Chinese domestic universities.

In order to help employees reach an international level, Hitachi Construction Machinery (Shanghai) Co., Ltd. is actively carrying out various trainings from all round."

At the end, Mr. Hiraoka says, "I feel rather happy and satisfactory to see the employees 10 years ago still grow very well."

Over the 30 years, China's reform and opening up has brought in Chinese economic boom and offered valuable historical opportunities for multinational companies. Hitachi Construction Machinery will keep close pace with the times and regard developing Chinese market as the foremost strategy of Hitachi Construction Machinery so as to achieve win-win situation with customers!

