

# Nishikawa Contributes to China's Dream of Automobile Power

## 西川助力中国汽车强国梦

—— Interview with Mr. Yoshihiro Sasaki, the Director President & C.O.O. of Shanghai Nishikawa Sealing System Co., Ltd.

—— 访上海西川密封件有限公司董事总经理佐佐木 庆浩先生

□本刊记者：黄晏陵

汽车工业已成为中国经济的支柱产业。中国已成为全球最大的汽车制造大国、最大的汽车出口国和最大的汽车市场。辉煌的背后离不开一大批著名跨国汽车零部件企业的鼎力支持。日本西川橡胶工业株式会社便是其中的一家典型代表性企业，在幕后为中国汽车工业做贡献已14周年，并将继续助力中国圆汽车强国梦作出新的更大贡献。通过总务课张洁课长的安排，记者如约采访了上海西川密封件有限公司董事总经理佐佐木 庆浩先生。上海西川密封件有限公司主要生产汽车用橡胶制品，它是汽车零部件工业中不可缺少的重要组成部分。汽车密封条具有填补车身组成部件间的各种间隙、缝隙的作用，具有减震、防水、防尘、隔音、装饰、保温等功用，提高驾乘体验的舒适感和保护车体。上海西川生产的汽车密封条包括发动机盖密封条、门框密封条、车窗密封条、天窗密封条、车门头道密封条、窗导槽密封条、内侧条（水切）、行李箱密封条、防噪声密封条、防尘条等。

其实，我们对上海西川密封件有限公司并不陌生，早在9年前



的2007年，我社记者就采访了当时的公司董事总经理小川秀树先生，撰写一篇题目为“日本西川高度重视中国汽车市场”的文章。据公司现任董事总经理佐佐木 庆浩先生告知，小川秀树先生已升任西川集团董事兼上海西川密封件有限公司董事长、广州西川密封件有限公司董事长。佐佐木 庆浩先生介绍说，上海西川密封件有限公司的母公司西川橡胶工业株式会社，位于日本广岛，成立于1949年，并在1991年在东京证券交易所成功上市，它是在日本车用密封条领域市场占有率最高的企业，位列世界前5强。目前西川橡胶工业株式会社除在日本有工厂和研发中心外，还在美国、泰国、印度、墨西哥、中国、印度尼西亚投资有生产基地，英国和美国设有设计研发中心。“说到西川集团这9年来最大的变化，那就是分别在墨西哥、印度尼西亚开设了二家海外子公司，同时各个海外子公司发展的都比较顺利。”

佐佐木 庆浩先生接着介绍道，上海西川密封件有限公司在2002年12月在上海松江4万平方米的基地建立厂房，注册资金2100万美元，总投资4998万美元，是日本西川橡胶工业株式会社全资子公司。上海西川的经营目标定位于向中国国内日系著名的

汽车整车厂家供货，其主要客户包括丰田、本田、日产、马自达、铃木等，公司产品的品质、价格等得到了顾客的高度评价。目前，公司已走上了健康发展的道路，在2004年5月取得了QS9000认证，2005年10月取得TS16949认证，2006年3月取得ISO14001认证。西川集团又相继成立了广州西川密封件有限公司、西川橡胶(上海)有限公司。“这9年里要说西川在中国的变化，其一，西川在中国已经发展成为1300余人的大中型企业，并在广州、天津、武汉、重庆、九江、襄樊、长春等地设有联络所；其二，营业额由2007年的2.5亿元人民币增加到6亿元人民币；其三，上海西川增加了2种新产品——车门内用的DHS防温材料、车天窗密封条；其四，在中国追加了近1亿元人民币的投资——增加了一台大型的搅和密炼设备，增加了6台微波硫化设备，在广州西川加盖了一栋新厂房。”



谈到竞争优势，佐佐木 庆浩先生从四个方面做了回答。其一，汽车轻量化是全球汽车工业发展的趋势，西川在中国引进了日本母公司的最新技术——微发泡技术，提前拿到中国来开发、生产，



将橡胶的比重由过去的1.2降到1.0以下；其二，最好的产品品质保证，不仅与同行有竞争，在西川集团内部也有竞争，例如，本田雅阁在多个国家有生产，西川集团的各个海外子公司分别为其提供配套产品，各个海外子公司之间也会展开产品品质的竞争；其三，给客户提供更好的服务，迅速解决客户的困难；其四，针对中国市场需求变化大的特殊情况，提供与之对应的解决方案，保证准时供货。

佐佐木 庆浩先生已在中国工作多年，在上海西川先后担任营部长5年、副总经理2年、总经理1年半，亲历、参与、见证了西川在中国的成长轨迹，拥有丰富的企业管理经验，他说：“日本和中国有不同的企业管理模式和不同的企业文化，彼此有差异，日企在中国开展业务，完全照搬日方的管理模式是行不通的，只有吸收各自的长处，求同存异，彼此融合对接，才能更接地气。我们新的企业口号是团结、向上、迅速、感动。早些年是中国汽车业爆发式增长时期，西川在中国的发展步伐非常快。现在中国经济增长的步伐相对放缓，现阶段我们将勤练内功、把基础打的更扎实些，为未来的增长储备能量。为此给我们的管理层提供更多的教育、培训机会，提高他们的管理能力，让他们带动全体员工给公司增加新的更大的动力。公司为员工提供良好的工资福利和职业发展机会，每年不定期安排员工赴日本进行研修和学习。有大量的老员工长期为公司服务、成为当地的纳税大户是我最满意的事情。”

中国已成长为全球最大的汽车制造大国，这已是不争的事实，但离汽车强国还有一段距离，在一些高附加值汽车方面、减少汽车尾气排放方面、降低汽车对环境的危害方面还是我们的短板。中国要成为汽车强国还离不开诸如西川这些著名跨国汽车零部件企业的鼎力支持。我们希望能包括西川在内的众多跨国公司参与下，早日实现中国汽车强国梦。佐佐木 庆浩先生最后充满信心地说：“我们非常看好西川在中国的发展前景，我们将以上海西川为西川在中国的总部，逐步拓展西川在中国的事业，希望把它打造成西川集团的代表企业，同时与中国汽车工业共同成长、共同进步。2018年我们将增加一汽、捷豹二家新客户。”

With the automobile industry having become a pillar one in the Chinese economy, China has presented itself as the largest auto manufacturer, exporter and market in the world. This brilliance has been backed up by a large batch of notable parts multinationals, among which a typical representative is Japan-based Nishikawa Rubber Co., Ltd. who has made 14-year contribution to the Chinese auto industry and will make even more contribution to China's dream of automobile power. As arranged by Mr. Jie Chang, the Manager of the General Affairs Section, Multinationals in China conducts a talk with Mr. Yoshihiro Sasaki, the Director President & C.O.O. of Shanghai Nishikawa Sealing System Co., Ltd., which mainly produces auto rubber products, an integral part of the auto parts industry. Auto strip seal functions to fill in various intervals and seams between components of the car body and plays the role of damping, waterproof, dustproof, sound insulation, decoration and heat preservation, etc., improving the comfort in driving and protecting the car body. The auto strip seals that Shanghai Nishikawa produces include those for engine cover, door frame, car window, skylight, primary door seal, window channel, inside strip (water cutter), trunk, noise control, dustproof, etc.

In fact, Shanghai Nishikawa isn't new to us: as early as 9 years ago, i.e. in 2007, Multinationals in China conducted a talk with Mr. Hideki Ogawa, the then Managing Director of the Company, and hereon wrote an article titled as "Japan-based Nishikawa Attaches High Emphasis on the Chinese Auto Market". According to the current Managing Director - Mr. Sasaki, Mr. Okawa has been advanced to Director of Nishikawa Group & Chairman of Shanghai Nishikawa, the Chairman of Guangzhou Nishikawa. Sasaki introduces, the parent company of Shanghai Nishikawa -Nishikawa Rubber Co., Ltd., located in Hiroshima, Japan, established in 1949 and listed at Tokyo Securities Exchange successfully in 1991, boasts the highest occupancy in the Japanese vehicle strip seal market, as a global Top 5. So far, Nishikawa Rubber Co., Ltd, besides running factories and R&D centers in Japan, has invested and established production bases in US, Thailand, India, Mexico, China and Indonesia as well as design and R&D centers in UK and US. "Speaking of the largest change to Nishikawa Group in the 9 years, we can put it as follows: establishment of two overseas subsidiaries in Mexico and Indonesia and meanwhile, the smooth development of all its overseas subsidiaries."

Sasaki continues, as a wholly-owned subsidiary of Japan-



based Nishikawa Rubber Co., Ltd., Shanghai Nishikawa, with its plant established on its base with the area of 40,000 square meters in Songjiang, Shanghai in December, 2002, boasts the registered capital of US\$21million and the total investment of US\$49.98million. The operation of Shanghai Nishikawa is oriented to supply for the reputable complete auto manufacturers of Japanese series in China, with its major clients covering Toyota, Honda, Mazda, Suzuki, etc. the high

praise of which derives from the quality and price, etc. of the company's products. So far, the company has stepped onto the healthy development path: acquired QS9000 certification in May, 2004, TS16949 certification in October, 2005 and ISO14001 certification in March, 2006. Subsequently, Nishikawa Group has established Guangzhou Nishikawa Sealing System Co., Ltd. and Nishikawa Rubber (Shanghai) Co., Ltd. "The changes of Nishikawa in China over the 9 years can be put in this way: firstly, Nishikawa has developed into a large and medium enterprise with over 1300 employees in China and established liaison centers in Guangzhou, Tianjin, Wuhan, Chongqing, Jiujiang, Xiangfan and Changchun, etc.; secondly, its turnover has increased from RMB 250million in 2007 to RMB600million; thirdly, Shanghai Nishikawa has added two new products - DHS thermal protective materials within auto door, and strip seal for auto skylight; fourthly, added the investment of nearly RMB 100million in China: a large stirring and ban burying device, 6 microwave vulcanizing devices and one new plant at Guangzhou Nishikawa.

Speaking of competitive advantage, Sasaki offers the reply



from four perspectives: firstly, as for light weight - the great trend for the development of global auto industry, Nishikawa has introduced and brought the latest technology of its parent company - Mucell technology into China for development and production, reducing the specific gravity of rubber from the previous 1.2 to below 1.0; secondly, the top product quality guarantee - compete both with the peers and within Nishikawa Group, e.g. with Honda Accord manufactured in multiple countries, the overseas subsidiaries of Nishikawa Group provide auxiliary products for it, so competition of the product quality is conducted among them; thirdly, provide better service for the clients and help them out rapidly; fourthly, as for the special situation of large demand change in the Chinese market, provide corresponding solution and guarantee punctual supply.

Sasaki has worked in China for multiple years: successively as Sales Director for 5 years, Vice GM for 2 years, and as GM for 1.5 years at Shanghai Nishikawa, he has experienced, participated in and witnessed the growth track of Nishikawa in China, achieving abundant enterprise management experience. He comments, "With differences between China and Japan in enterprise management mode and corporate culture, it is infeasible for Japanese enterprises to entirely copy the Japanese management modes for its business in China, so we need absorb respective strengths, seek common points while reserving differences, as well as conduct interpenetration and docking so as to go down to the earth. Our new corporate slogan is: Unity, Upward, Speed & Moving. During the explosive growth era of the Chinese auto industry in early years, Nishikawa has been developing quite rapidly in China. Currently, the growth of the Chinese

economy has slowed down relatively, so in the present stage, we need train the internal strength earnestly and lay more solid foundation so as to reserve energy for the future growth. Therefore, we need provide increasing education and training opportunities for our management to promote their management capacity and enable them to drive the whole staff to input new greater dynamics to the company. It provides favorable salary, welfare and career development opportunities for the employees and arranges employees to achieve further study and training, learning in Japan irregularly. My two top satisfactory points are: the long-time service of multiple older employees for the company, and our entity as a local large taxpayer."

China has grown into the largest global manufacturing country, which is an irrefutable fact, but there is still some distance to the automobile power due to such short slabs as some high value-added automobiles, reduction of car exhaust and hazard to the environment. To become an automobile power, China cannot do without the full support from such reputable auto parts multinationals as Nishikawa. We hope

that, under the participation of such numerous multinationals as Nishikawa, China can fulfill its dream of automobile power as early as possible. Finally, Sasaki expresses with great confidence, "We are quite optimistic about the development prospect of Nishikawa in China, and will, with Shanghai Nishikawa as the Headquarters of Nishikawa in China, gradually expand the undertaking of Nishikawa in China and expect to forge it into a representative enterprise of Nishikawa Group and enable it to grow jointly with the Chinese automobile industry. In 2018, we will have two new clients: FAW (First Auto Work) and Jaguar.

