

Quality and Reliability are keys for Komatsu to reach centennial success

质量与诚信是小松迈向百年辉煌的法宝

—— Interview with Mr. Zhang Quanwang, the General Manager & CEO of Komatsu (China) Ltd.

—— 访小松（中国）投资有限公司总经理兼 CEO 张全旺先生

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2017年4月6日，中国工程机械制造业爆出了一则轰动业内的消息，享誉全球的小松集团成功收购了世界知名矿山设备企业、高效率采矿解决方案的全球领导者——久益环球。通过前瞻性战略整合，小松更加扩大了在矿山设备市场上的版图，以致力于直接通过产品、服务和技术为全球采矿业提供服务，帮助全球内的客户提高安全性和生产效率，从而成为独一无二的采矿业方面成套解决方案和服务提供商。

成立于1921年的小松集团，是全球第二大工程机械和矿山机械制造企业，总部位于日本东京，在中国、美国、欧洲、亚洲和日本共设有5个地区总部，集团子公司、控股公司180家，收购久益后，全球员工升至5.7万多人，年销售额达到217亿美元以上，会成为名副其实的矿山设备业的领导者。小松中国成立于2001年2月，注册资本13500万美元，是小松集团中国地区总部。

适逢小松成功收购久益环球之际，记者如约采访了小松（中国）投资有限公司总经理兼 CEO 张全旺先生。张总是一位儒雅的谦谦君子，厚德载物的大成者。作为元老级的张总，亲历并见证了小松在华30多年的发展历程，有着丰富的行业经验。在一个多小时的采访中，他为我们传递了小松中国的发展成就、众多的管理和经营理念。

2016年是小松在中国事业发展60周年，回顾这60年的发展历程，小松和中国一起走过了一段不平凡的历程。谈到小松在中国的发展历程，张总概括为五个发展阶段。第一阶段于1956-1978年，是整机出口阶段。1956年，在中日邦交尚未实现正常化的情况下，小松就以直接贸易的方式向中国出口了大量的工程机械设备，为建国初期的中国国民经济建设做出了贡献。从此小松品牌也开始为中国用户所熟悉，并拉开了小松中国事业的序幕。第二阶段于1979-1994年，是技术合作阶段。小松以技术



小松（中国）投资有限公司总经理兼 CEO 张全旺先生
Mr. Zhang Quanwang, the General Manager & CEO of Komatsu (China) Ltd.

转让方式协助中国企业开展技术革新，向中国提供多种机型的工程机械、产业机械先进制造技术，无偿传授全面质量管理（TQC）的技法与技术，促进了中国工程机械和产业机械行业发展。第三阶段于1995-2000年，是投资建厂阶段。小松以直接投资方式合资建厂，构建并完善生产体制，以满足中国用户日益增长的需求，并实现了中国的经营模式与日式质量生产管理模式的完美融合。第四阶段于2001-2011年，是建立地区总部，实现快速发展阶段。小松以中国加入WTO为契机，成立小松（中国）投资有限公司作为地区总部，构建统一销售服务网络（代理店网络），以中国经济的高速增长为背景积极推进本地化建设，加强产能建设以及基于产品价值链的业务多样化建设，使在华事业实现全面快速发展。第五阶段于2012年开始至今，是进入事业新发展阶段。新常态下，小松为应对市场变化，正在积极转变原有的经营模式，调整规模，以追求稳健经营，强化企业治理，实行产能合理化。

小松集团通过和中国各利益攸关方的多赢合作，将国际化的运作经验和中国市场的特点有机结合，加上准确的市场定位，使得在中国事业一直持续稳定发展。据张总介绍，小松集团在中国业务主要分为工程机械、产业机械以及光学机械三大类。小松能有今天的发展，离不开众多的大用户、代理店、绿会（小松生产工厂供应商协会）等事业伙伴的大力支持。以代理店为例，用户对于小松来说是最重要的，而代理店作为小松与用户的桥梁，是小松重要的合作伙伴，与代理店之间维持共赢关系，在困难时期帮助代理店度过难关，都是小松最关心的事之一。小松与神华集团、江铜集团、中煤集团等100多家大用户保持多年持续的合作关系。经过在中国60年的深耕取得巨大的成就，具体说完备的制造基地、完备的营销和服

务系统，融演示、二手机、培训为一体的产品技术发展中心，广泛深入人心的小松品牌，以及适应中国国情的人才本土化管理和技术先进4K系统（业务系统：KOPEN，康查士系统：KOMTRAX，信息系统：KOMICS、服务车辆管理系统：KOFACS）。综上所述，所有的行为浓缩成一句话就是质量与诚信。

高超的商业智慧和管理才能是企业核心竞争力。张总认为，所谓高超的商业智慧和管理就是企业的经营哲学或是企业奉行的核心价值观。小松的经营理念或核心价值观正是质量与诚信。小松经营的源头就是从这里开始的，质量是随着时间变化而变化的概念，反映在产品上就是技术上开发源于用户的期待而超越用户的期待，同时又能在安全、遵纪守法合规的前提下制造出高效节能产品，只有这样才能赢得广大用户的信赖。小松在质量与诚信这一核心理念下，提炼出了小松全球范围内共同遵守理念就是小松精神。这是小松所独有的区别于其它公司的核心竞争力。

中国是一个有13亿人口的最大发展中国家，市场潜力巨大，面对激烈的市场竞争，小松有何独特竞争优势呢？张总解析，中国市场对于小松来说非常重要，这不仅是因为中国幅员辽阔，潜力巨大，更是因为中国市场的特殊性。中国疆域辽阔，无论是设备的使用环境，还是用户都充满了多样性，而比起世界其它地区，中国用户的设备使用时间是相当长的，设备更是要使用10年甚至更久，为了确保小松的产品质量，主要总成件坚持原装进口，虽然增加了成本，但是极大的保证了产品的质量和可靠性。

基于中国市场施工环境多样性和复杂性，小松都能提供满足中国用户需求的产品和服务并使他们满意的话，那么在其它国家和地区也就能游刃有余了，这一点也更好的诠释小松的质量和诚信。

说起中国市场是一个非常具有挑战性的市场还会体现在很多方面。小松早在2004年就开始在中国地区应用KOMTRAX系统，到2013年，中国地区的康查士注册台数已经突破了10万台。康查士系统就像一个“医生”一样，实时监测设备的各项信息，及时反馈到终端上。这不仅帮助用户更好得对设备进行保养，也帮助我们及时了解各地区的开工情况，及时调整经营策略。

人才是企业发展的动力。作为日本独资公司，人才本地化是小松实现在中国长期发展的重要战略。小松不仅聘用中国人为中国区总经理，而且多数主要部门都由中国人负责。本地化人才战略对于塑造企业文化及增强员工向心力发挥了重要作用。张总强调说：“员工、代理店和客户是小松最宝贵的财富。我们不断培育管理干部和专业人才，



1964年 周恩来总理会见河合良成会长

强调人才开发培养是下一步企业发展的推动力。小松对代理店的人才培养也下了很大功夫，投入巨资在常州建立小松技术中心，对代理店人员做专业技术培训，还与山东交通学院合作，进行理论系统的学习，已经培养出1800多位经过小松认证的B级以上专业服务人才。

小松为保护地球环境、减少二氧化碳排放、节约能源和提高产品效率做出了突出贡献，让消费者真正体验到小松产品的专业、可以信赖的优秀品质。小松在保证产品质量的同时，更加注重节能和环保，在节能环保产品的研发制造方面一直走在行业前列。在所有工程机械企业中，小松中国是最先导入国三排放标准的公司，2015年95%以上的机型产品都导入了国三排放标准，比中国政府政策要求提前了一年的时间。张总表示，我们经营的目的不是单纯地获利，确保品质精益求精的同时，环境保护、共赢共享、员工安全和健康幸福也都是我们追求的目标。回馈社会，热心公益，被小松看作是企业的社会责任。60年来，小松致力于扎根中国社会，始终不忘回报中国社会，与中国社会共同发展。有着强烈社会责任感的的小松中国，至2007年以来先后在宁夏、辽宁、河南、福建、陕西、四川、云南、江西、黑龙江、辽宁省等各地捐建25所希望小学。

小松集团一直把中国市场作为一个战略成长型市场看待。中国的业务在小松全球享有越来越重要的地位。中国历来是小松总部股票的晴雨表。谈到未来的发展，张总充满信心地表示，今后小松在中国事业的发展布局，除了工程机械领域，露天矿和地下矿方面是今后拓展的一个新方向，在信息技术的应用还要继续加强，刚刚开始涉及的租赁事业也是今后的一个发展方向。帮助客户提高效率、降低成本、成为客户不可或缺的伙伴。要更多专注客户使用我们的产品是否能够发挥到最大的效率，要站在客户立场看产品是否做出更大的贡献。在过去的60年间，小松通过销售整机、转让技术、协助国营企业导入TQC等方式，为中国以及行业的发展做出了贡献，同时小松也在这个过程中得到了长足的发展。在下一个60年里，小松将继续秉承“质量与诚信”的经营理念，深化与合作伙伴的关系，继续为广大用户提供高质量的产品和服务，为中国的经济发展做出更大的贡献！



2017年度小松媒体见面会





April 6, 2017, the world-renowned construction and mining equipment manufacturer Komatsu Group successfully acquired the world-famous mining equipment manufacturer and high-efficiency mining solution world-leader, Joy Global. Through forward-looking strategic integration, Komatsu increasingly widens its territory in the mining equipment market, being dedicated to the global mining industry directly via product, service and technology. Helping global clients increase their safety and production efficiency, Komatsu becomes a unique mining solution and service provider.

Komatsu Group, established in 1921, is the world's second largest construction and mining equipment manufacturer. Within global headquarters in Tokyo, Japan, and regional headquarters in China, US, Europe, Asia and Japan, Komatsu Group has 180 subsidiaries and holding companies worldwide. After the acquisition of Joy Global, Komatsu Group now employs more than 57,000 employees worldwide, and its annual sales revenue is up to 21.7 billion USD, which makes the company become veritable mining machinery leader. Komatsu (China) Ltd., established in February, 2001, is the regional headquarters of Komatsu Group in China.

Recently, Mr. Zhang Quanwang, the General Manager & CEO of Komatsu (China) Ltd., accepts an interview from Multinationals in China. As a senior veteran in Komatsu, Zhang has experienced and witnessed Komatsu's development in China in the past over 30 years. He shares his insights on Komatsu China's development, achievement, management and operation philosophy in this issue.

2016 witnessed the 60th anniversary of Komatsu in China. Reviewing the development history in these 60 years, we can find out the unhackneyed experience of Komatsu and China. Speaking of Komatsu's development in China, Zhang summarizes it into 5 development stages. The first stage is 1956-1978, when the complete units were exported to China. In 1956 when the diplomatic relation was not normalized between China and Japan, Komatsu exported a large number of construction equipment to China via direct trade mode, which was of great contribution to the Chinese national economy in the early dates. From then on, Komatsu brand started to be familiar to the Chinese users, unveiling Komatsu's development in China. The second stage is 1979-1994, being the technical cooperation stage. Komatsu assisted Chinese enterprises to develop technical innovation via technical transfer mode, having provided the manufacturing technologies of various construction machineries, industrial machineries to China, and imparted the total quality management (TQC) expertise and know-how free of charge, facilitating the development of Chinese engineering machineries and industrial machineries sector. The third stage is 1995-2000, being the factory production stage. Komatsu set up factory via joint venture mode with its direct investment, so as to construct and consummate the production system. Meeting the increasingly growing demands from the Chinese users, Komatsu realized a perfect

combination of Chinese operation model and Japanese quality production management mode. The fourth stage is 2001-2011, set up the regional headquarters to realize rapid development. By virtue of China's entry into WTO, Komatsu Group established Komatsu (China) Ltd. to be the regional headquarters, from which a united sales and service network (agency store network) had been set up. Under the background of the rapidly-growing Chinese economy, Komatsu China actively promoted localized construction, strengthened the production capacity building and product value chain-based diversification building, making the company realize overall rapid development in China. The fifth stage is 2012 forwards, entering into a new development stage. Under the New Normal, Komatsu is actively changing the existing business mode, adjusting scale to cope with the market changes, with aims to pursue steady operation, corporate governance and production capacity rationalization.

Through the multi-win cooperation with Chinese stakeholders, Komatsu Group perfectly combines its internationalized operation experience and the Chinese market characteristics; thanks to its accurate market positioning, the company remains continuous and stable development in China. Zhang says, Komatsu China divides its China-based businesses into construction machinery, industrial machinery and optical machinery. Komatsu's today achievements are greatly attributed to the strong supports from numerous key accounts, agency stores and green associations (Komatsu manufacturer and supplier associations). Taking the agency store for example, user is of the most importance to Komatsu, and the agency store is the bridge between Komatsu and users, being the significant partner. Maintaining the win-win relationship with the agency store, and helping the agency store to pass through crisis during the difficult times are the key concerns for Komatsu. Komatsu has maintained multi-year continuous partnership with over 100 key accounts like Shenhua Group, Jiangxi Copper Group and China Coal Group. 60 years development in China makes the company obtain gigantic achievements in this country: well-equipped manufacturing base, complete marketing and service system, product technology development center (integrating demonstration, used machinery and training), well-penetrative Komatsu brand, localization management, technically-leading 4K system (KOPEN, KOMTRX, KOMICS and KOFACS). In a word, all its actions are based on quality and honesty.

Superb business wisdom and management ability are the enterprise's core competitiveness. Zhang believes, the so-called superb business wisdom and management are the enterprise's management philosophy, or the core values it pursues. Komatsu's operation philosophy or core values are quality and honesty. Komatsu operation is sourced from here. As a concept changing as the times change, what quality reflects on product is

the technical development is higher than the user's expectation on the basis of his expectation. Under the precondition of safety, legality and compliance, high efficient and energy-saving products can be developed to win the trust from vast users. Under quality and honesty core concepts, Komatsu has abstracted its spirits to be complied worldwide. This is the core competitiveness distinguishing Komatsu from other companies.

As the largest developing country in the world, China now has a great market potential, with 1.3 billion citizens. Facing the fierce market competition, what's Komatsu's unique competitive advantage? Zhang says, as for Komatsu, the Chinese market counts for much, not only because China has a vast territory and enormous potential, but also because of the particularities of the Chinese market. The vast territory makes the equipment application environment presents diversities. Compared with other regions in the world, the Chinese users' equipment application time is long, and the equipment must be in service for 10 years or more. In order to ensure Komatsu product quality, the principal assembly parts are imported with original package, though the cost is increased, but it can greatly ensure the product quality and reliability."

Based on the diversity and complexity of the construction environment in the Chinese market, Komatsu is able to provide both product and service to satisfy the needs of Chinese users, making it be much higher than expectation in other countries and regions. All these can make Komatsu quality and honesty be better annotated.

The Chinese market is a challenging one, embodied in many aspects. As early as 2004, Komatsu applied KOMTRAX system in China; by 2013, the registration quantity of KOMTRAX broke through 100,000. Like a doctor, KOMTRAX monitors all information of the equipment at real time, and timely feedback to the terminals. This not only helps user to maintain the equipment, but also helps us to timely learn about the working condition of various areas, and subsequently, timely adjust the business strategy.

Talents power the development of any enterprise. As a wholly-owned Japanese company, talent localization is an important strategy for Komatsu to realize long-term development in China. Not only the Chinese is employed as the General Manager China, but also a large number of important departments are headed by the Chinese. Talent localization strategy plays an important role in shaping the corporate culture and enhancing employees' centripetal force. Zhang says: "Employee, agency store and clients are the most precious wealth for Komatsu. We continually cultivate management staff and professional talent, emphasizing the talent development and cultivation drive the company develop further. Komatsu also places huge input on the agency store talent cultivation.

The company set up Komatsu Technology Center in Changzhou to training the personnel from agency stores; moreover, cooperating with Shandong Jiaotong University for systematical theoretic study, Komatsu has cultivated over 1800 certified professionals at Grade B or above.

For protecting the global environment, reducing emission of carbon dioxide, saving energy and increasing product efficiency, Komatsu has made outstanding contribution, allowing the consumers truly experience Komatsu products in a professional, reliable and quality way. In addition to ensure the product quality, Komatsu also focuses on energy conservation and environmental protection and leads the industry in developing energy-saving, environmentally-friendly, green and clean products. Among all the engineering machinery enterprises, Komatsu China is the first one to introduce National III emission standard. In 2015, more than 95% of all machine products had implemented this standard, 1 year earlier than the policy requirement from the Chinese government. Zhang says, our operation purpose is not for profit purely. Ensuring quality successive refinement, we also pursue environmental protection, win-win, share, employee safety and health. Feeding back the society and being enthusiastic in public welfare are the corporate social responsibility for Komatsu. In the past 60 years, Komatsu has always been devoted to be rooted in the Chinese society, rewarding the society and jointly developing with the society. With strong social responsibility in mind, Komatsu China has successively donated 25 hope primary schools in Ningxia, Liaoning, Henan, Fujian, Shaanxi, Sichuan, Yunnan, Jiangxi, Heilongjiang and Liaoning provinces since 2007.

Komatsu Group always seems the Chinese market as the strategic growing market. China-based business is increasingly important in Komatsu's global domain. All through the ages, China is the barometer for the stock of Komatsu. Speaking of future development, Zhang is full of confidence. He says, in the future, in addition to construction machinery, Komatsu China's new directions cover open-pit mine and subsurface mine, and we will continue strengthen our information technology application, and the ongoing lease business will be another development direction in the future. We aim to help clients maximize efficiency, minimize cost and become their indispensable partners. We need to pay more attention on whether clients can exert their largest efficiency or not by applying our products, and we shall stand on the client's standpoint to check the product can make greater contribution or not. Over the past 60 years, Komatsu has contributed a lot to China and the Chinese construction machinery industry, and accordingly obtained huge development via complete unit sales, technical transfer and TQC. In the next 60 years, Komatsu will deepen the relationship with partners, continue to provide high-quality products and services for vast clients, and make even greater contribution to the development of the Chinese economy.