

Our Customers' Satisfaction is Our Ultimate Goal

用户满意是我们的最高目标

—— Interview with Mr. Luca Mainardi, General Manager of Case New Holland (China) Management Co., Ltd.

—— 访凯斯纽荷兰（中国）管理有限公司总裁卢卡·马纳蒂先生

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交车、消防和民防车辆到车用非道路船舶用动力解决方案，集团设计生产并销售各种机械产品。目前凯斯纽荷兰拥有 12 个品牌，全球 64 个制造工厂，49 个研发中心，超过 62,800 名员工，在道琼斯全球和欧洲可持续发展指数（DJSI）的评选中，凯斯纽荷兰工业集团连续 6 年被评为“行业领导者”。

卢卡·马纳蒂先生已先后在中国工作和生活了五年多时间，他十分喜爱中国，并与中国市场保持着十分紧密的联系。他说：“过去十多年，我亲眼看到中国发生的巨大变化。中国市场的机会也是巨大的，这在很大程度上取决于中国市场的规模，这一潜在的巨大市场对每一个跨国企业来说都是很有吸引力的。虽然机遇很多，但要抓住机遇也不容易。凯斯纽荷兰合并后在中国进行了大规模投资，包含生产工厂的投入。我们认为国外进口的产品不能完全满足国市场的需求，必须根据客户的需求、市场的需求，对产品量身定做，生产出客户、市场真正需要的产品。凯斯纽荷兰工业集团是一家跨国企业，想要得中国市场，就应该不断开发适应中国本地市场需要的产品。当然中国市场也随时有波动，这对我们在产品制造和开发的应对是一个很大的挑战。抓住机遇、快速反应、提高制造能力，是凯斯纽荷兰工业在中国市场发展的生存之道。”

谈到这十多年凯斯纽荷兰在中国的发展时，卢卡·马纳蒂先生说：“自 2013 年凯斯纽荷兰工业集团成立，旗下有 4 大产品线，彼此之间的合作更紧密了。4 大产品线分别是农业机械、工程机械、商用车、动力总成及发动机。我主要负责农业机械及工程机械，还兼任凯

在 中国改革开放即将迎来 40 周年之际，我社回访了老朋友凯斯纽荷兰。作为农业机械和工程机械的全球领导型跨国企业，早在 2003 年我社曾对当时分属于两家跨国公司的凯斯和纽荷兰分别做过采访，并分别发表了采访凯斯公司的题为“实力打造品牌服务赢得市场”稿件和采访纽荷兰公司的题为“客户的成功源于我们的卓越”稿件。如今十多年过去了，两家公司合并重组并发生了许多重大变化。在中国经济发展进入新常态的今天，凯斯及纽荷兰品牌在中国市场发展的进程如何？带着对企业的关注，本刊记者再次专程采访了凯斯纽荷兰（中国）管理有限公司总裁卢卡·马纳蒂先生。

新组建的凯斯纽荷兰工业集团于 2012 年 11 月注册成立，在 2013 年 9 月开始运作，是由菲亚特工业和凯斯纽荷兰环球公司合并建立的一个新集团，凯斯纽荷兰工业集团主要专注于投资型工业产品的销售和和生产，在农业和工程机械设备业务、依维柯卡车、商用车及特种车辆和动力总成系统产品等方面成就卓著。作为拥有近一百七十多年发展历史的凯斯纽荷兰工业集团，公司业务横跨全球五大洲，并在多个领域取得了历史性成就，从拖拉机和联合收割机、挖掘机、轮式装载机、卡车、公



斯纽荷兰工业集团的中国区总裁。凯斯纽荷兰工业集团中国区总部设立在上海外高桥，这一管理中心，承担着更多管理职能。凯斯纽荷兰工业集团中国区含合资工厂，共有员工近 9000 人。农业机械领域，目前凯斯纽荷兰工业集团在中国共拥有 3 家制造工厂，其中哈尔滨制造基地主要制造拖拉机、联合收割机以及其他农业设备。凯斯纽荷兰工业（哈尔滨）机械有限公司作为中国东北地区最大的农业机械生产企业，制造凯斯和纽荷兰品牌的全线产品，其中包括玉米、小麦、大豆以及牧草全程机械化产品。另外还有两家于 2013 年落成的工厂：一是位于乌鲁木齐制造采棉机的工厂，二是位于佛山制造甘蔗收获机的工厂。在上海和哈尔滨都设有农业机械研发中心。工程机械方面相对来说变化小一些，自 1999 年在上海外高桥保税区开展业务，一直在持续发展中，在中国还没有设立制造工厂。商用车方面，在重庆与上汽、红岩新成立了一家生产重卡的企业，对小型商用车业务进行了重组，南京依维柯合资厂制造水平一流的新工厂于 2016 年投产。依维柯是 80 年代进入中国市场的首个外国商用车生产商。目前，该公司是进入中国市场发展的领先外国品牌。凯斯纽荷兰工业在中国拥有两家合资企业：针对轻型车辆的南京依维柯，在南京有两个制造厂，以及针对重型



车辆的上汽依维柯红岩，在重庆和双桥拥有制造厂。两家合资企业都在各自的业务区设有研发中心。动力总成及发动机方面，在重庆有一家生产大型柴油发动机的合资企业，是凯斯纽荷兰工业集团内最成功的子公司之一，一家有代表性的工厂，产品给其他兄弟企业配套，并出口到世界各地；菲亚特动力科技分别在重庆和上海拥有两个研发中心。”

对于在中国市场的战略布局，卢卡·马纳蒂先生坦言：“我们在中国的战略布局正在逐步完善，凯斯纽荷兰工业对在中国市场的发展非常有信心，我们期望的是长远发展、扎根中国，所以必须在中国市场进行更大的投入。中国机遇多，人口基数庞大，对粮食的需求、对优质食品的需求源源不断。我们在哈尔滨工厂进行大量的投资，把新产品引进来，满足中国本地农场、农民的需求。从这个角度上来讲，我们觉得投资是必须的。我们的农机产品定位在高端市场，目前这一市场占有的比例非常小。我相信随着市场的发展，我们应该能够获得更大的市场份额，获得持续的发展。工程机械方面，在中国暂时没有制造工厂，我们一直畅销的小型设备包含两头忙、滑移装载机以及大型液压挖掘机。商用车方面，中国人口众多幅员辽阔，需求量大，商用车拥有很好的发展机会。我们的产品已经做到使用



简便、经济省油，同时也考虑了可持续发展。我们不光把产品带进来，同时在环境保护、可替代能源方面做了大量工作。比如采用天然气发动机的商用车，可持续能源车在市场上得到了广泛的认可。凯斯纽荷兰工业集团在中国生产的 FPT 发动机，世界领先，有自己的优势，以先进的技术赢得了全球市场领先的地位。”

凯斯纽荷兰工业集团的核心竞争力来自于对研发的高度重视，卢卡·马纳蒂先生说：“从产品来讲，其一技术领先，其二可靠性高，其三性能卓越。这也是凯斯纽荷兰产品的三大特点。同时我们还可以提供全方位的服务，包括配件服务。例如在农业机械方面，我们有全套的发展高效农业的建议，可提供一揽子的配套方案和更全面的解决方案。还可以专门为中国市场研发产品、定制产品。多功能的轴流滚筒联合收割机，可一机多用，就是专门为中国市场研发定制的。通常一台收割机只能收割一种农作物，而一台多功能轴流滚筒联合收割机可收割玉米、大豆、小麦、水稻、向日葵、油菜籽等多种农作物，通过更换割台来实现收割更多的农作物，提高了用户的投资回报效率，能够更快的收回投资，同时也可降低收获成本，



提高中国农产品在世界市场的竞争力。用户购买凯斯纽荷兰的高端的设备，希望通过满负荷的工作来尽快收回投资。产品的可靠性及我们的快速反应体系，可减少用户的停机时间，降低用户的使用成本。同时我们还提供金融服务支持，有一套专门针对用户定制的融资服务，这类用户通过申请后，不用支付全款可买到产品，还有可能享受优惠的利率，这样使用户在短期内买得起产品。我们还给经销商提供融资服务，让经销商可以较低成本开展业务，给用户提供更好的服务，让经销商和用户都获利。总之，用户满意是我们的最高目标。”

凯斯纽荷兰工业集团还把服务延伸至大学教育和职业教育。凯斯纽荷兰工业集团通过与中国本地的大学、职业技术学院联合办学，为中国培养复合型实用性人才。目前合作的院校有东北农业大学、黑龙江农业工程职业技术学院、浙江省常山县职业中专、吉林延吉国际合作技术学校等。TechPro2 项目旨在为年轻人提供先进的技术培训，从而支持当地发展。在中国，该项目将使学生们胜任农业机械和动力总成行业的专业工作。凯斯纽荷兰工业将为合作学校提供专业技术、资金和物资支持，包括农业机械、发动机和重要零件。此外，为学校老师提供培训，将公司专业员工的知识传授给老师，同时为学生提供实习机会。该项目的实施，为公司储备了人才也为社会输送了大量的复合型实用型人才。



对于未来在中国市场的发展计划，卢卡·马纳蒂先生表示充满信心，他说：“过去的几年，我们在中国进行了大量投资，目前的主要任务是发挥好工厂的现有产能，确保业务的可持续发展，进一步提高市场占有率。针对中国政府提出的新的排放标准，升级我们的现有产品，引进更先进更高效的产品，以满足市场需求。我们非常看好中国市场，将继续加大对中国市场的投入。我深信经过一段时间的沉淀和努力，我们在中国的销售额会逐步增长，中国市场在整个凯斯纽荷兰工业集团销售额中所占比例将进一步得到提高。”

Recently, Multinationals in China interviewed our old friend - CNH Industrial, which is the result of the merger, in 2013, of Case New Holland and Fiat Industrial. In 2003, the two agricultural brands of its predecessor, Case New Holland, accepted our request to be interviewed as global leaders in the agricultural equipment industry. The resulting interviews were published with the titles "Branding by Strength, Market by Service" for Case IH, and "Our Customers' Success Originates from Our Excellence" for New Holland. Now more than a decade later, these two brands have made many changes. As China steps into the New Normal, how are Case IH and New Holland developing in the Chinese market? To have an answer, Multinationals in China interviews Mr. Luca Mainardi, the General Manager of Case New Holland (China) Management Co., Ltd.

Today CNH Industrial is a global leader in the capital goods sector that designs, produces and sells agricultural and construction equipment, trucks, commercial vehicles, buses and specialty vehicles, and powertrain applications. As an enterprise with over 170 years of history, CNH Industrial's business covers five continents, and counts numerous historic achievements in many fields, ranging from tractors, combine harvesters, wheel loaders, trucks, buses and civil defense vehicles to off-road vehicles, and marine power solutions. Nowadays CNH Industrial has 12 brands, 64 manufacturing plants, 49 R&D centers and more than 62,800 employees worldwide. It has been named "Industry Leader" in the Dow



Jones Global and European Sustainability Indices (DJSI), for the past six years.

Mainardi likes China very much. He has worked and lived in China for more than 5 years, having built up a very close relationship with the Chinese market. He says: "I have witnessed the great change that China has undergone in the past decades. The opportunity in the Chinese market is tremendous, because of its size. This huge potential market is very attractive to every multinational enterprise. There are quite a lot of opportunities, but it is not easy to grasp them. CNH Industrial has made big investments in this market, which include our manufacturing footprint. We think that the imported products can't fully meet the requirements of the Chinese market, so we must manufacture here the products that our customers really need. CNH Industrial is a multinational enterprise. If we want to win in the Chinese market, we must continuously develop our Case IH and New Holland products to meet our customers' evolving needs. Certainly, the Chinese market fluctuates all the time, which creates a big challenge in terms of manufacturing production



and product development. To succeed in the Chinese market we need to grasp all the opportunities, respond quickly to the market and enhance our manufacturing capacity."

Speaking of CNH Industrial's development in China over the years, Mainardi says: "CNH Industrial has four main areas of business, which work very close together: agricultural machinery, construction machinery, commercial vehicles and powertrains.. As the Country Manager of Case and New Holland brands in China, I am in charge of agricultural machinery and construction equipment. Our Head office in China is in Shanghai Waigaoqiao. Our joint venture factories in China have about 9,000 employees. For agricultural machinery, now we have 3 manufacturing plants in China. The facility in Harbin is the biggest agricultural machinery plant in Northeast China, and produces a full line of equipment that includes tractors, corn, wheat and soybean combine harvesters, and hay and



forage products. We also have 2 plants that were established in 2013: one in Urumqi that assembles cotton pickers and one in Foshan, for sugarcane harvesters. We also have 2 agricultural machinery R&D centers in Shanghai and Harbin. The change in construction machinery is relatively smaller. Since we carried on business in Shanghai Waigaoqiao Free Trade Zone in 1999, we have been developing continuously our presence. For commercial vehicles, we are present with our IVECO brands. IVECO was the first foreign commercial vehicle manufacturer to enter the Chinese market, back in the 1980s. Now it has become a very popular brand in the light commercial vehicle industry, and a leading player in the light bus segment. We have two commercial vehicle joint ventures in China: one is Naveco, focused on light vehicles, with two manufacturing plants in Nanjing; the other is SAIC-Iveco Hongyan, focused on heavy vehicles, with two manufacturing plants in Chongqing and Shuangqiao. The two joint ventures have their own R&D centers and their service areas. Our powertrain business, FPT Industrial, has a joint venture manufacturing large



diesel engines in Chongqing. It is one of the most successful subsidiaries in the group, and its factory supplies powertrains to its sister brands and exports to markets across the world. FPT Industrial has two R&D centers in Chongqing and Shanghai.

Speaking of the strategic approach to the Chinese market, Mainardi says: "We are confident in the growth of the Chinese market. We are aiming for a long-term development of our business in China, and we are investing consequently. China has a lot of opportunities. Due to the huge population base, the demand for grain and quality food is huge. We made a big investment in our Harbin plant, introducing new products to meet the demand of local farms and farmers. From this perspective, we believe that investment is essential. Our agricultural products are at the high end of the market. At this time it represents a small share of the overall equipment market, but I believe that as the Chinese economy evolves, the demand for advanced technologies and equipment will increase. As for construction equipment, our best-selling lines include backhoe loaders, skid steer loaders and large hydraulic excavators. On commercial vehicles, China has a large population and vast territory, so the demand is high. This gives us a good opportunity to develop. Our products are not only easy to use, economical and fuel-efficient, but they can also play an important role in the development of sustainable transport in this country. Our IVECO brand has pioneered alternative traction technologies, and our commercial vehicles are advanced in terms of environmental protection and

sustainable energy. For example, our commercial vehicles equipped with natural gas engines have received great recognition around the world. The world-leading FPT Industrial engines produced in China are at the forefront of the industry with their advanced technology.

The core competitiveness of CNH Industrial comes from its high attention to research and development. Mainardi says: "Our products offer first of all industry-leading technology,



then high reliability, and excellent performance. These are the three key advantages of our products. In addition, we also provide all-round service support. For example, for our farming customers, we offer complete solutions for the development of high efficiency agriculture. We tailor our products to the specific requirements and conditions of

Chinese agriculture. Our multifunctional Case IH Axial-Flow rotary combine harvester we sell here is specially adapted for the Chinese market. In addition, it stands out from competition because it can harvest different crops such as corn, soybean, wheat, paddy rice, sunflower and oilseeds, and it is very simple to switch crops. This increases the customer's return on investment, and enables them cover the cost faster. It can also reduce the harvest cost, increasing the competitiveness of China's agricultural products in the global markets. Farmers buy high-end Case IH equipment with the aim of recovering the investment as soon as possible through its high capacity and productivity. The reliability of the products and our rapid response support minimises the customer's down time, reducing their costs. We also provide financing through our specialist Finance services. Customers don't have to pay the full amount upfront: they can use the equipment as soon as their financing application is approved, and they may enjoy preferential interest rates. This means they can afford our products in the short term. We also provide financing support to our distributors and dealers, allowing them to manage their business more cost efficiently and to provide customers with better service, to the benefit of both distributors and customers. In a word, our customers' satisfaction is our ultimate goal."

CNH Industrial also extends its services to training. Through cooperation with local universities and vocational schools, it nurtures and develops local talents. The company's partners in these educational projects include Northeast

Agricultural University, Heilongjiang Agricultural Engineering Vocational and Technical College, Changshan County Vocational College and Jilin Yanji International Cooperation Technical School. The TechPro 2 project aims to provide young people with advanced technology training courses, in order to support local development. In China, the Project will enable students to become professional in the agricultural machinery and powertrain industries. CNH Industrial provides the partner schools with technical and financial support as well as training materials, including agricultural machinery, engines and key components. In addition, it provides training for school teachers, ensures knowledge transfer from company's professional staff to the teachers, and offers internship opportunities for students. The implementation of the Project not only aims to develop talents for the company, but also contribute professional talent to the local society.

Mainardi shows his confidence in the development plan for the company's future in the Chinese market. He says: "In the past few years, we have invested heavily in China, and the main task now is to leverage the existing capacity of the plants to ensure sustainable development of our business and to further increase our market share. In order to meet the new emission standards, which have been raised by the Chinese government, we will upgrade our existing product. We will also introduce more advanced and efficient products, to meet the market demand. We are very optimistic about the Chinese market and will continue to invest in it. I believe that through our efforts, our sales in China will increase."

