

We Value the Chinese Market Highly

我们非常重视中国市场

—— Interview with Mr. Philip Schuster, the VP Asia Pacific & MD China of MANN+HUMMEL Group

—— 访德国曼胡默尔集团亚太区副总裁兼中国区执行总裁舒思特先生

□记者 彭彦钧

2016年，在全球滤清行业处于领导地位的德国曼胡默尔集团在山东龙口举办了盛大的开业庆典，正式宣布龙口曼胡默尔滤清器有限公司以独资企业的形式开启在中国市场的发展。这一占地面积6万多平方米，建筑面积为3万5千多平方米的专业生产工厂，是德国曼胡默尔集团在中国市场投资成立的第7家公司。在中国经济发展放缓的今天，德国曼胡默尔集团逆势而为并多次投资中国市场的举动足以证明其对中国市场的重视和立足于中国的信心。近日，德国曼胡默尔集团亚太区副总裁兼中国区执行总裁舒思特先生在接受本刊记者采访时说：“我们认为中国是未来全球市场所在。我们强烈地感到亚洲市



德国曼胡默尔集团亚太区副总裁兼中国区执行总裁舒思特先生 Mr. Philip Schuster, the VP Asia Pacific & MD China of MANN+HUMMEL Group

场，尤其是中国市场将来还会有更大的发展。所以我们必须更好地了解客户，近距离地接近客户，我认为这是曼胡默尔集团能在中国市场持续发展的一条成功经验。”

成立于上世纪四十年代初期的德国曼胡默尔集团，总部位于德国路德维希堡，是全球领先的过滤解决方案专家。经过近八十年的长久发展，积累了丰富的专业技术经验，在汽车、工业、室内空气净化和水资源持续利用等领域提供的创新解决方案处于全球领先地位。在德国曼胡默尔集团的发展史上尤其是在汽车配件领域，已和很多国际汽车制造巨头建立了紧密的合作伙伴关系，其旺盛的合作力一直保持到了今天。德国曼胡默尔集团为适应经济全球化的趋势，其销售和生

产网络开始逐步向全球拓展。早在上个世纪九十年代中期，德国曼胡默尔集团就已进入中国市场，以此开启了德国曼胡默尔集团在中国市场的发展步伐。

舒思特先生非常喜欢中国，来到中国的两年多时间，快速发展

的中国市场给他留下了深刻印象。他认为中国人接受新鲜事物非常快，微信、淘宝、共享单车等这些互联网时代的新事物丰富了他在中国的工作和生活。舒思特先生希望在中国工作的时间长久一些，让他有更多时间感受日新月异的中国带给他的更多的惊喜。在接受本刊记者采访时，舒斯特先生从战略层面、产品优势、文化适应及未来规划等方面为本刊记者一一作了解答。

记者：贵司在中国市场采取什么样的发展战略？在中国市场的发展成就如何？

舒思特先生：我们是滤清行业的全球领导者，这也是我们要在全球市场达到的发展目的。我们的业务分为

几大块，一是车载领域的业务，二是空气净化也称作智能空气解决方案相关的业务，三是水处理领域相关的业务。我们在全球拥有的员工数量达到二万人左右，去年我们全球的收入达到35亿欧元。在五大洲80多个地区都有我们的生产工厂和办公室。现在对我们来说，亚太区是我们重点发展的地区。我们亚太区的总部设在新加坡，在印度有两家工厂，泰国有一家工厂，韩国有一家工厂，目前在印尼正在建厂。我们另外在日本、阿联酋、菲律宾、越南、台湾、马来西亚都有工厂和办公室。我们在中国有七家生产工厂，上海是我们中国区的总部，我们中国公司的员工共有近2000人左右。

我们在中国市场的发展足迹是从上海建厂开始，然后在长春、济南、重庆、柳州等城市建立了工厂，现在我们在烟台的龙口又新建了一个生产工厂。这个工厂的规模很大，接近于上海工厂的规模。我们有一个发展原则，就是要接近我们的客户，为我们的客户提供就近的服务，现在这一目标基本达成。随着市场的不断扩大，我们还将随着



客户的发展就近建立新的生产工厂。

我们在中国市场发展已有二十多年的时间了，积累了很多的发展经验，我们希望给本地的客户提供一个更好的解决方案。我们和全球的汽车生产厂家都有着非常好的合作，现在很多中国本地客户也是我们非常重要和紧密的合作伙伴，我们也很自豪地成为中国客户的供应商。总体来说，我们在中国有一个非常美好的发展前景。

记者：贵公司产品在中国市场最核心的竞争优势体现在哪些方面？

舒思特先生：我们的产品分为两类，一是主机配套，我们的产品生产出来后直接销售给这些主机生产厂家，另外就是售后市场，这个非常重要，产品在用了一段时间以后需要更换，同时，我们也提供服务。我们公司非常注重产品品质，我们为中国客户提供的产品质量和为全球其他国家客户提供的产品质量完全一样，就是说同样的型号、同样的质量。我们希望能够给中国本地客户提供更到位的服务，我们在上海工厂有研发中心、实验中心和生产中心，所以能够和中国本地客户保持一致。我们公司已经有76年的发展历史，我们在空气过滤方面积累了丰富的经验，考虑到客户的多种要求，我们完全可以满足



客户的需要。当然我们现在也要适应本地的市场，因为本地市场有时和国际市场的要求不同。比如像对燃油滤清系统、机油滤清系统的需求就是不一样的，本地的客户都有不同的需求，我们根据这些不同的需求进行调整，提供不同的解决方案。

我们非常重视研发，在中国市场投入的研发费用更多一些。从全球的角度来说，研发一定是非常重要的，如果想要成为行业领袖，为了未来长远的发展，研发一定是我们关注的重点。我们的研发不仅是为了现在，更重要的是研发出更适合未来的产品。

记者：人才是企业能够成功发展的关键因素，贵司在人才培养方面有何作为？

舒思特先生：在上海公司我们设立了“工程师学院项目”，学生毕业后加入我们公司工作，在工作了一段时间后，我们会派他到德国工作、学习，在国外积累工作经验，这一项目已经运行了多年，到目前第五届学员已经毕业了。这些员工在我们公司都有很好的职业发展，对员工来说，培训也是非常重要的，如果要保证能够生产出质量上乘的产品，这也需要培训一线员工。我们专门设立了员工教室，公司员工接受质量、5S、精益生产等很多系统化的培训。有了人才公司才能很出色地运营，才能为客户提供很出色的解决方案，才能在专业领域保持专业的领导力，这样才能带给股东和员工很好的回报。

记者：中德两国在文化、管理等方面存在较大差异，您如何看待并融合这种差异并服务于贵公司？

舒思特先生：我们公司的一个核心价值观是尊重每一个员工，也尊重我们所处的社会和环境。我们有许多全球的团队，团队成员之间有着非常密切的合作，并且经常跨国工作和合作。我们公司非常善于把各个国家优秀的文化融合在一起，形成我们自己的多元文化理念。当然中国市场发展非常快，我们需要快速地适应中国市场，这样我们公司也可以在这个快速发展的过程中变得更好。

记者：创造财富不是企业发展的唯一目的，而真正有意义的是企业为社会提供的服务和对社会承担的责任，那么贵公司的社会责任感主要体现在哪些方面？



舒思特先生：不管是曼胡默尔全球还是在中国，我们都非常重视承担企业的社会责任。在中国市场，我们和上海儿童医学中心有长期的合作，帮助白血病儿童患者，与这些儿童患者一起画画、一起游戏。今年我们还有一个公益活动，就是组织员工参加“公益骑行十公里”活动，为这些儿童患者进行资金捐助。同时我们还对西藏学校、柳州的山区儿童等进行捐助，安排假期安全课的培训活动。我们每年都有主题公益活动。我们的公益活动获得了很多奖项，比如，由前程无忧颁发的“杰出社会责任奖”，嘉定工业区政府颁发的“综合实力奖”，曼胡默尔集团“最佳企业社会责任奖”等。但是我们明白，我们进行的公益活动不是为了获得奖项，我们希望能够不断反馈社会，在所处社会承担我们的企业社会责任。同时我们公司吸收残疾人士，将部分生产外包给残疾人士的工厂，整个过程不赚取任何利润，只为了帮助残疾人士获得平等的工作机会。我们中国的所有工厂每年都会进行不同的公益活动。

记者：未来三到五年，贵司有何新的在华发展计划和战略调整？

舒思特先生：未来几年我们会持续增长，我们非常看好中国市场，并且制定了一个非常清晰的 2020 战略发展目标。在全球销售收入中，中国市场的增长将占很大比例。同时我们加强和中国主机厂客户的合作关系，进一步了解中国市场，不断优化产品质量、性能和成本，接下来我们还会有更多的投资、更多的成长在中国。中国市场喜欢新技术，我相信我们在中国的前景一定会更好。



In 2016, German company MANN+HUMMEL Group, the leader in the world's filtration industry, organized a grand event in Longkou, Shandong for the opening ceremony of its subsidiary, MANN+HUMMEL Filter (Longkou) Co., Ltd. For MANN+HUMMEL, such event meant a new development in China. The new production plant, with a building area of 35,000 square meters, covers an area of 60,000 square meters and runs as the seventh China-based site founded by MANN+HUMMEL. The Chinese economy is slowing down, MANN+HUMMEL is set to buck the trend and make multiple investments in China. Seeing from such actions, MANN+HUMMEL is always placing emphasis and keeping confidence on the Chinese market. Recently



Schuster, the VP Asia Pacific & MD China of MANN+HUMMEL Group. "We believe that China is the most promising market in the globe, and that the Asian market, particularly the Chinese market, will boost more development opportunities. So we must keep close to the customers and know more about them. It is one of the MANN+HUMMEL's keys to keep sustainable development in China," Mr. Schuster said.

Based on Ludwigsburg, Germany, MANN+HUMMEL was established in the early 1940s and now is proud to be a leading global filtration expert. MANN+HUMMEL has nearly 80 years of experience in the area of filtration and keeps the global leading



position in developing innovative solutions in the area of automobile, industry, intelligent air solutions, and sustainable use of water. MANN+HUMMEL has built and maintained closer cooperative partnership with major international OEMs, supplying the solutions fitting for them. Such cooperation remains vigorous up to today. To go with the trend of economic globalization, MANN+HUMMEL gradually extend its sales and production networks globally. In the mid-1990s, MANN+HUMMEL came to the Chinese market and initialized its development in China.

Mr. Schuster is impressed by the booming Chinese market. He said that Chinese are fast to accept new things and innovations like Wechat, Taobao and Bicycle Sharing at the Internet Era which enrich his work and life. In the interview, Mr.



Schuster shared much information in aspects of enterprise strategy, product advantage, cultural adaption and future planning.

MNC: Which strategy of development does MANN+HUMMEL take in the Chinese market? What achievements has your company gotten in the Chinese market?

Mr. Schuster: MANN+HUMMEL keeps the leadership in filtration, which we pursue also in our global development. Our business is distributed in three fields: Automobile, application of air cleaning which is categorized as Intelligence Air Solutions; and Water Treatment. We have about 20,000 employees globally and the sales revenue of 3.5 billion Euros last year. We set up production plants and offices in over 80 countries in five continents. The Asia-Pacific market is emphatically developed by MANN+HUMMEL. We locate the headquarters of MANN+HUMMEL Asia-Pacific in Singapore, setting up two factories in India, one in Thailand, another one in South Korea, and are building one plant in Indonesia.

Additionally, we set up factories and offices in Japan, the United Arab Emirates, the Philippines, Vietnam, Taiwan and Malaysia.



There are 7 production plants in China and the headquarters of MANN+HUMMEL China is located in Shanghai. The Chinese employees increased to nearly 2000.

We started development from Shanghai, then set up plants in Changchun, Jinan, Chongqing, Liuzhou and other cities in succession. Now the new production plant in Longkou, Yantai, has a big scale of manufacturing size closes to that of the plant in Shanghai. MANN+HUMMEL always adheres to a development principle of "being close to customers and providing convenient services to customers", and now such principle has been achieved mostly. In this growing market, we will be closer to the customers.



We have accumulated experience over 20 years in China and are devoted to providing better solutions to local customers. MANN+HUMMEL has kept close cooperation relations with global automobile manufacturers and paid great attention to the Chinese customers. We are proud to be a supplier serving the Chinese customers. On the whole, we have a fine prospect for future development in China.

MNC: In which aspect do your products present the core competitive advantages?

Mr. Schuster: Our products can be mainly divided into two categories: OEM products, which we directly deliver to our customers; and the aftermarket, in which, we provide service for replacement of existing products. The combination of these two markets is very important. We lay stress on product quality and provide the Chinese customers with the products as good as ones supplied to other countries. Regarding the Chinese OEMs, our big strength is that we have everything local in China. We are dedicated to providing the Chinese customers with considerate service, so we set up R&D center including lab and production center in Shanghai so as to keep in line with the Chinese customers. 76 years of experience in the area of filtration enables us to satisfy various demands from



customers. For certain we will adapt to the local market, which has slight difference from the international market, with tailor-made products and service. For instance, local customers have different demands in fuel filtration system and oil filtration, so we customize different solutions to meet different demands.

We place emphasis on research and development, so we make a bit more investment in the Chinese market. R&D is important for each enterprise to develop globally and sustainably. As the industry leader, we are trying best to develop more forward-looking products for the future.

MNC: Talent is key for an enterprise to succeed. What actions does your company take in talent cultivation?

Mr. Schuster: Globally we have a standardized approach as how to train our employees. The special part in China is that



we have "Engineering School" to take the students directly to the program when they graduate from the university. These employees will be sent to Germany for working, learning to accumulate more experience. This program has run for years and outputted 5 generations of students as yet. The employees in this program will have bright prospects of career development. Training program is very important for both employees' development and product quality. We also provide training to front-line workers. We have production training center in which the employees will receive full and systematized training in quality, 5S, lean manufacturing and others. Talents contribute to outstanding operation, providing customers with excellent solutions, performing professional management in specialized fields, and rewarding both our shareholders and employees.

MNC: There is some difference between China and Germany in terms of culture and management. How do you consider and handle such difference?

Mr. Schuster: One of MANN+HUMMEL core values is



to respect each employee and to respect the society and environment we are in. We employ and develop great talents in all fields. Our global teams widely spread in many countries, and the team members keep close and transnational cooperation. MANN+HUMMEL is good at integrating excellent cultures of various countries to form our multicultural values. We need to quickly adapt to the Chinese market and the Chinese market will also support us to develop faster and better.

MNC: To create wealth is not the sole objective for an enterprise

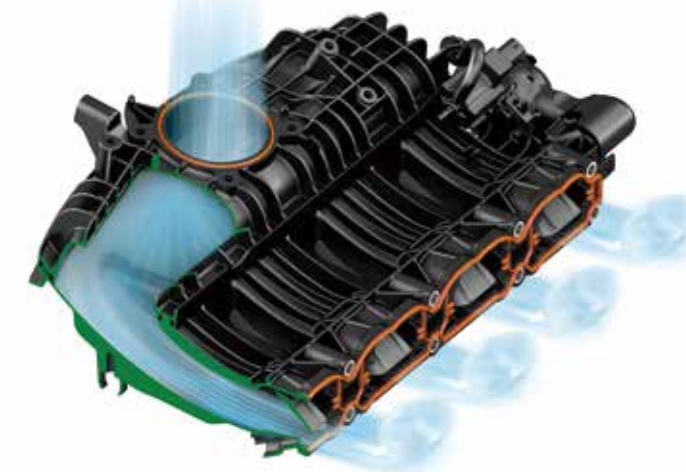


and an outstanding enterprise will fulfill its social responsibilities. How does you company fulfill its social responsibilities?

Mr. Schuster: Both MANN+HUMMEL Group and MANN+HUMMEL China place emphasis on fulfilling the social responsibilities. We keep a long-term cooperation with Shanghai Children's Medical Center (hereinafter referred to as SCMC) and provide help to children with Leukemia. Our volunteers continued various activities including painting and playing games with children patients. Recently, we took part in "10-Km Social Welfare Cycling" organized by SCMC to raise



funds for children patients. Besides, we also make donation to schools in Tibetan and Liuzhou and conduct holiday safety training in schools. Such CSR events are carried out by us every year. Accordingly, we received some awards like "Excellence in Corporate Social Responsibility" by 51job, the leading integrated human resources service provider in China, "Integrated Strength Award" by the local government in Jiading Industrial Zone, "The Best CSR Award" in MANN+HUMMEL group and so on. We carry out CSR activities to assume our social responsibilities



rather than to get some awards. We employ the disabled and also outsource some production work to the disabled factory.

In these actions, we earn no profit but assisting the disabled to get an equal job opportunity. All of our factories in China carry out various CSR activities every year.

MNC: In the future three to five years, what new development planning and strategy will your company take in China?

Mr. Schuster: In the future, we are confident of having a good prospect with sustained growth in the Chinese market. We have drawn up 2020 Development Strategy. The Chinese market will account for a large portion of the global sales revenue. We will strengthen the cooperation relationship with Chinese customers. Now we are working on exploring market, product development, and controlling cost. Next, more investment will be introduced for future development. The Chinese market is fond of new technologies, so we believe MANN+HUMMEL will have a bright future in China.



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