



富士通（中国）信息系统有限公司 CEO 薛卫先生  
Xue Wei, CEO of Fujitsu (China) Holdings Co., Ltd.

## Take root in China and grow together with the Chinese market 扎根中国 和中国市场共同成长

—— Interview with Xue Wei, CEO of Fujitsu (China) Holdings Co., Ltd.

—— 访富士通（中国）信息系统有限公司 CEO 薛卫先生

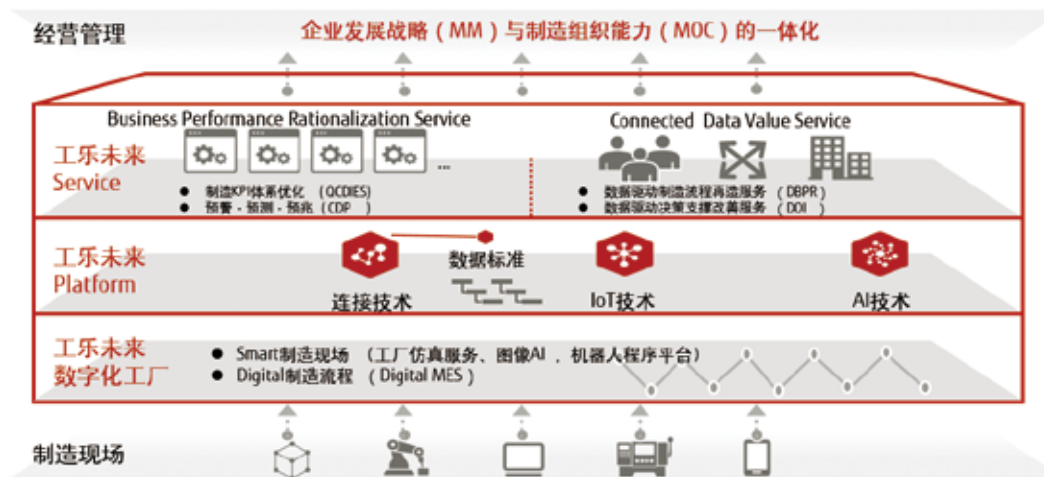
□记者 彭彦钧

**作**为一家 ICT 产品和服务领域的全球领导者之一，富士通始终坚持在中国市场长期发展的理念。我们的愿景主要体现在以数字化转型为动力，以富士通一流的 ICT 产品和服务为基础，以共创理念为方法，为中国社会发展做出贡献。公司所有员工始终信守“为客户提供最新技术”的承诺，为客户提供全面的技术服务保障，帮助客户降低成本，保证客户利益是我们的目的，成为客户最有价值的商业伙伴是我们的目标。我们的研发能力始终走在行业前列，以确保我们的技术始终领先，而且我们提供给客户

的所有技术和服 务完全符合环保和相应的法律法规要求。”在接受经济日报《中国经济信息》记者采访时，富士通（中国）信息系统有限公司 CEO 薛卫先生向本刊记者表示。

拥有 80 多年发展历史的富士通集团是一家专业提供 ICT 产品和服务的综合厂商，总部位于日本，是全球五百强企业之一，同时也是全球 IT 企业排名前五的跨国企业。在美国财富杂志每年评选的全球最受赞赏公司的评选中，富士通集团已经连续五年榜上有名。

### 工乐未来 COLMINA 制造业数字化平台构成



富士通制造业数字化平台“工乐未来” Fujitsu Manufacturing Digital Solution COLMINA

出生并成长于上海的薛卫先生曾在日本留学和工作，上世纪 90 年代中期加盟富士通中国公司，经历了富士通中国公司从业务转型到高速发展的全过程，见证了富士通在中国市场的发展和壮大。2014 年，薛卫先生赴北美学习并在富士通北美公司任职，此后返回中国并于 2017 年 4 月正式出任富士通（中国）信息系统有限公司 CEO 一职，是富士通集团有史以来第一个从中国本土成长起来并被委以重任，担任 CEO 这一重要职务的中国人。在与记者的交谈中，薛卫先生从多个层面介绍了富士通在中国市场的发展之道。

**记者：**贵公司是何时进入中国市场的？目前在中国市场的业务有哪些？

**薛卫先生：**我们已经进入中国市场很多年了，见证了中国改革开放的全过程。我们愿意和中国当地的企业，和中国政府保持良好的关系，共同发展。目前富士通集团在中国共有 38 家集团公司，员工上万人，为客户提供端到端的 ICT 服务。富士通在中国的办事机构遍布整个中国，构建了方便快捷的中国服务网络。

富士通在中国的发展最早可以追溯到上世纪 70 年代。从中日海底光缆铺设项目起步，逐步开启了富士通集团和中国政府的合作。80 年代初，我们是以大型主机服务器和通信领域的产品与中国市场合作。这些产品在中国市场得到了广泛应用，主要客户有大学、金融领域的企业。自 90 年代开始，富士通在中国市场的发展有了一个质的飞跃，开始成立具有法人资格的企业，最初成立的公司是富士通（上海）有限公司，开始了我们在中国市场以整体解决方案为主的业务发展。2003 年，我们上海公司更名为富士通（中国）信息系统有限公司，并被确立为富士通集团在华业务的核心



富士通数据中心服务 Fujitsu Data Center Services

企业。2016 年是我们公司在中国市场成立的 20 周年。我们本着扎根中国，和中国市场共同发展的理念，为中国市场做出更大的贡献。目前我们在中国市场的客户已经超过 3000 家，包含金融、制造、汽车、零售以及公共等多个领域，其中包括众多外资企业、世界五百强企业和中国的本土企业。我们的销售额 50% 以上来自于中国本土企业，体现了我们的发展理念在中国市场得到了充分的认可。

**记者：**中国市场发展潜力巨大，同时带来的竞争也非常激烈，那么贵公司在我国市场的核心竞争力主要体现在哪些方面？

**薛卫先生：**我们在中国市场最核心的竞争力主要体现在“扎根中国，和中国市场共同发展”这一理念，这也是我们所有业务发展的基础。一路走来，我们分享了中国经济高速发展的成果和红利。我认为外资企业如果要在我国市场得到发展，就要结合我国市场的实际情况与需求，积极推进本土化策略。我认为在我国开展业务，无论外资企业还是内资企业，大家都是平等的，都处于同一发展平台。我们的一个优势就是背后有富士通集团作为我们的支撑，我们创新的源泉来自于我们强大的研发团队的技术研发。我们在中国乃至全球都有很多研发机构，对包括创新在内的众多领域，都投入了很大的精力和资金。2017 年我们全球的研发资金达到了 17 亿美金。我们的研发产品包括智能制造、大数据、云服务、机器人等，这是我们最核心的竞争力。我们在中国有很强大的研发队伍，而且我们特别重视在中国市场进行本土研发。如果我们一直奉行拿来主义，我认为这样的产品不会适合中国本土市场。这也是我们中国团队非常重要的指导方针。我们希望研发的最新产品能够让客户在实践中运用，得到更好的使用价值，这就是产品落地、当地研发、融合更多合作伙伴的资源，建立一个很好的商业环境，可持续发展的运营模式。富士通集团给予我们中国团队很大的授权。我们在中国市场

可以积极推广符合中国特点的商业模式，可以更有效地和周边企业合作，共同创造在中国的商业生态环境。最近，我们和上海仪电集团合资成立了一家服务中国制造的子公司——上海仪电智能科技有限公司，这个商业模式我认为对我们来说也是一个很好的案例。中国本土公司的技术能力在提升，充分利用双方的技术资源、产品资源和人才资源，可以更好地提升我们业务红利。这也是我们在我国市场大胆探索新的商业模式的一种方式。

**记者：**中日两国一衣带水，

但在文化、企业管理等理念上还是存在很大差异的。那么您在管理上如何融合双方优势，形成自己独特的管理风格？

薛卫先生：在管理上我觉得总部的管理理念不一定全部适合我们中国公司。在我们的管理理念中，“取长补短”是我们坚持的一种管理手段。作为一家日本企业，也是全球五百强企业之一，在全球的分支机构都有各自独特的管理方式。富士通总部不强求各个分支机构照搬照抄总部的管理方式，但是如何取长补短，这是对我们各个分支机构管理层的考验。我们和当地的一些优秀企业经常进行交流，相互学习各个公司在管理中好的方法。20多年前外资企业进



在东京举行的富士通论坛 2018 活动 Fujitsu Forum 2018 Tokyo

入中国在管理上还是有优势的，但是随着中国对外开放的不断推进，中国企业形成了一整套的企业管理模式。在此情况下，取长补短是比较聪明的做法。从去年 4 月份开始，我们在业务体制方面做了很多调整，主要内容为三大方面：首先，加强面向中国本土企业的业务力量，同时对相关的业务部门进行整合。围绕智能制造和新零售、新流通领域开拓创新业务，更好地迎合中国本土市场战略，建立可持续发展的业务模式；第二，我们在原有交付团队的基础上，专门成立了数字化技术服务中心。我们在中国市场的业务发展，在中国市场最大的投入也在这一部分，因为数字化技术的根本来源就是技术创新。目前我们单独成立了一个部门，聚焦数字化创新，这样可以让我们更高效地把握市场上的数字化创新内容，研发出更符合数字化技术市场的产品和技术；第三，我们把售前技术团队与销售团队进行整合，把我们的技术力量推到市场最前沿，让技术人员能够第一时间掌握客户的需求，掌握市场的变化趋势。在我们的组织架构和资源分配上，也要取长补短，不会完全照搬日本总部的管理模式。

记者：中国政府提出了“美丽中国”和“绿色”这一环保理念，加快建设资源节约型、环境友好型社会，形成人与自然和谐发展的新格局。那么贵公司在打造环保产品方面将有哪些作为？

薛卫先生：绿色环保、可持续发展是我们富士通集团全球的发展战略。我们从产品设计、市场维护、客户运营等方面一直遵守可持续发展的理念。我们在产品设计的初期，就把节约能源、减少排放放在首位，从我们很小的部件到大型的服务器，都可以看到绿色环保的标签和关键词。保护环境，降低排放是我们作为世界五百强企业首要的社会责任。例如，我们同上海仪电集团合作，在仪电集团旗下的仪电显示材料彩色滤光片工厂当中，为他们打造了一套智

能制造综合项目的解决方案，其中很大一部分涉及到生产制造方面的节能，利用大数据、人工智能、可视化等技术，实现整个生产线的能源管控，从而降低能耗、降低排放，提升了工厂的能源效率。由于项目的先进性与示范性，被工信部选为 2016 年中国智能制造试点示范项目。全国共有 64 个项目入围，它也是上海市 3 个入围项目中的一个，其中主要原因就是项目在节能方面的贡献。绿色环保、节能、可持续发展是我们富士通非常重要的发展理念，也是我们的社会责任。我们将与客户携手，共同打造一条绿色产业链。

记者：中国已成为全世界最具吸引力的投资目的地并为全球经济提供活力，投资环境优越，市场空间巨大，贵公司有何新的在华发展计划和战略调整？

薛卫先生：为中国社会发展做出贡献是我们发展愿景中非常重要的内容。中国市场发展很快，对我们公司来说也是考验。首先，积极开拓中国市场是我们首要的工作任务。我们本着可持续发展理念，在中国市场探索与中国文化相符合的商业模式，不断拓展我们的业务。我们业务发展的策略是以数字化创新为原动力，以中国制造 2025 为我们开展工作的切入点，积极参与中国的智慧城市建设。智慧城市是一个很广泛的课题。我们会以新零售、新流通作为我们业务发展的一个目标，为中国社会智慧城市建设做出贡献，并且我们会加强产品的研发能力，积极引进富士通 ICT 技术和数字化创新内容，融入适合我们中国本土的解决方案，为中国市场量身定制智能化解决方案与服务。我们秉持着合作共赢理念，创造中国市场的高效的生态环境，积极融入我们商业伙伴的技术产品内容，以我们日本总部先进的 ICT 产品和技术为基础，加强我们中国本土的研发力度，为中国社会的数字化转型提供支撑。去年 10 月，我们面向



富士通展示工业物联网系统 Fujitsu Industrial IoT system

中国市场，正式对外发布了一项新的制造业数字化平台 COLMINA，中文叫做“工乐未来”。这是一个智能制造数字化解决方案平台，是一个综合性的解决方案平台，包括了三大要素：一是日本总部的先进技术；二是我们和中国合作伙伴一起开发的产品；三是我们与合作伙伴对接的产品。它不仅包含了 IoT、大数据采集 / 可视化分析、人工智能 / 机器人等创新技术，还可以兼容 150 多种工业 OPC 协议以及各种数据库、文本数据。今后，我们还将不断开放标准化的智能接口，打通合作伙伴的解决方案、平台，使得数据能够在整个价值链中流动。



富士通效率管理智能仪表盘 Fujitsu Intelligent Dashboard

As one of the global leading providers of ICT products and technology services, Fujitsu has always adhered to the concept of long-term development in the Chinese market. It is our vision to make a contribution to the development of Chinese society in a way that puts digital transformation as power, advanced ICT product and services as foundation, and Co-creation as method. Our employees are always committed to 'Providing State-of-art Technology' for our customers with full technology service guarantee. Our aim is to minimize the cost for our customers and protect their interests. We hope we can be the most valued business partner of our customers. Our advanced R&D capabilities ensure that our technology stays at the leading edge of the industry. All of the products and services we offer are completely environment-friendly and in accordance with China's relevant laws and regulations." Xue Wei, CEO of Fujitsu (China) Holdings Co., Ltd. has told our journalist in the interview.

With over 80 years of development experience, the Japan-based Fujitsu is a professional provider of comprehensive ICT products and technology services, also one of the Fortune 500 companies and the world's top 5 multinational IT vendors. It is also named by Fortune as one of 'the World's Most Admired Companies' for five consecutive years.

Born and growing up in Shanghai, Xue Wei once studied and worked in Japan. In the mid-1990s, he joined Fujitsu China and has been a witness of its business transition and rapid development as well as the development and expansion of the Group in the Chinese market. In 2014, he was trained in the North America and later served in the Fujitsu North America office before returning to China, and later appointed as CEO of Fujitsu (China) Holdings Co., Ltd. in April, 2017. He is the first Chinese who started his Fujitsu career in China and was later appointed as the CEO. During the interview, Xue Wei has told our journalist about the company's concept for development in the Chinese market from multiple perspectives.

Journalist: When Fujitsu first came to the Chinese market? And what kind of products and services you are providing for the Chinese

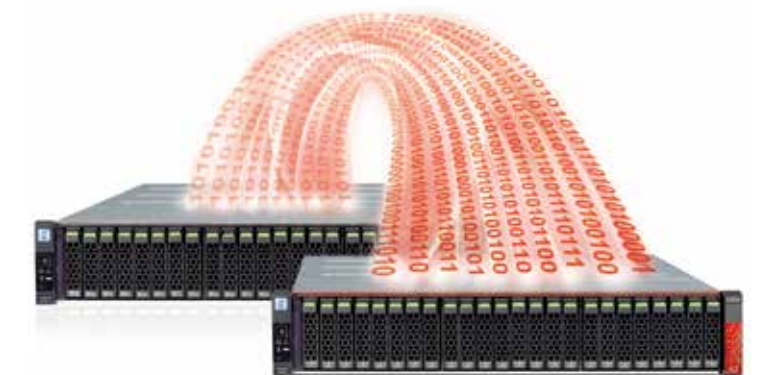
customers?

Xue Wei: It has been many years since we first came to the Chinese market, so we have been a witness of the whole process of the reform and opening-up. We are willing to maintain a good relationship with the Chinese local companies and Chinese government to thrive together. Currently, Fujitsu have a number of 38 branches in China with over ten thousands of employees offering end-to-end solutions for our customers. We have set up offices all over China, creating a service network with convenient and rapid access.

Our first project in China dates back to the 1970s. It is our first step of much cooperation with the Chinese government when we installed China-Japan submarine cable system.

In the early 1980s, we were dedicated to offering large-scale mainframe servers and telecommunication products in the Chinese market, which had turned out to be popular among customers from universities to financial companies. Since the 1990s, we have set up several new companies that are granted with legal personhood in China, which is a big change for us. With the establishment of Fujitsu (Shanghai) Co. Ltd., we began to focus on providing total solutions for customers in the Chinese market. In 2003, we changed the company's name from Fujitsu (Shanghai) Co. Ltd. into Fujitsu (China) Holdings Co., Ltd. to mark its status as the core company of the group's business in China. 2016 marks the 20th anniversary of our establishment in China. With our value of "Take root in China and grow together with the Chinese market", we are ready to make a bigger contribution to the Chinese market. Currently, we have over 3000 customers in the Chinese market from industries like finance, manufacturing, automobile, retail service, public service etc., many of which are multinationals, the Fortune 500 companies and local Chinese companies. More than half of our sales come from China's local companies, which is a showcase that our development values have been generally accepted in the Chinese market.

Journalist: There are great potentials as well as fierce competition in the Chinese market. What is your core competency in the Chinese market?



富士通 ETERNUS 存储 Fujitsu ETERNUS Storage



富士通 PRIMERGY 服务器 Fujitsu PRIMERGY Server

**Xue Wei:** Our core competency comes from our value of "Take root in China and grow together with the Chinese market". This also provides a foundation from which all of our business grows from. Throughout our development in China, we have shared the achievements and benefits of China's rapid development. In order to achieve development in the Chinese market, I would suggest foreign companies work hard on the localization policy that takes into account of the actual situation and demands in the Chinese market. I would say we are all equal when it comes to doing business in the Chinese market because foreign companies and local companies are on the same platform to develop. One of our strengths is the strong R&D team of Fujitsu Group, which is the source of our innovation capability. In 2017, we spent 1.7 billion USD for the research and development of our product. We have many R&D organizations in China and the rest of the world, where we have put into a huge amount of resources, especially in innovation areas, such as smart manufacturing, big data, cloud services, robot etc. So this is our core competency. We have a very strong R&D team based in China and we place great emphasis on developing products that is suitable for our customers in the Chinese market. I don't think it will work out if we just take any popular product in the Japanese market and sell it here without customizing it. This is one of the important guidelines that our Chinese team follows. We hope our new products are practical for our customers. This is how we achieve sustainable development by building a good business environment through product launching, product localization, and partner resources sharing. Our head office has given us great freedom for localization. Therefore, we can work better on introducing business models that are suitable for the Chinese market and collaborate with partners to build the Chinese business eco-system. Recently, our company and INESA Group have jointly funded a new company called Shanghai INESA Intelligent Technology Co., Ltd., which is designed in response to the initiative "Made in China 2025". I think this kind of business model is also a good case for our company. With the improvement of technological capability of China's local companies, we can better improve our business benefits by taking full advantage of our combined technology, product and human resources with China's local companies. This is also a way for us to boldly explore new business models in the

Chinese market.

**Journalist: Even though China and Japan are close in geographic position, they are very different regarding culture, enterprise management etc. How do you manage to integrate your management style with advantages from both parties?**

**Xue Wei:** Not all of the management ideas from the head office necessarily work for us. Therefore, we insist on "learning from others' advantages to make up for our limitations". As a Japan-based Fortune 500 company, Fujitsu has branches all over the world, each with its own unique management style. With freedom to create your own management style, it is a test for the management team of each branch company to better learn from others' strengths to make up for their limitations. We've had communications with some great China's local companies to learn the effective management skills from each other. Foreign companies had their advantage in management style when they came to China 20 years ago. However, Chinese companies have created their own entire management model with the deepening of opening up. Therefore, it is wise to



富士通笔记本电脑 & 工作站产品 Fujitsu Laptop & Workstation Product

learn the strengths from each other. Since last April, we have made several adjustments in business systems, which can be summed up to three general aspects: The first one is the further development of our business strength in the Chinese market with an integration of relevant business divisions - we aim to build a sustainable business model in response to the Chinese local market-oriented strategies with a focus on innovation business, such as Smart Manufacturing and New Retail; the second one is the establishment of Digital Solution Service Delivery Center based on the former delivery team - this is our main business development area as well as the most invested one in the Chinese market, because digital technology comes from technological innovation. Therefore, we have built an individual department for digital innovation to enable us to keep up with the digital innovation in the market and develop product and technology suitable for the market; the third one is the combination of the technology team with the sales team to ensure our engineers have the first-hand knowledge of customers' needs as well as the trend in the market - for the organization framework and resource allocation of our

company, we also learn from others advantages to make up for our limitations instead of just borrowing the management models from headquarter without adjustment.

**Journalist: the Chinese government has introduced concepts like "Beautiful China" and "Green" to accelerate the development of resource-saving and environment-friendly society to achieve a new pattern of harmonious development between man and nature. In response to this, what kind of measures will you take to make environment-friendly products?**

**Xue Wei:** As part of our global development strategy, green, environment-friendly and sustainable development is shown on aspects from products design and market development to customer operations. In the early stage of product design, we have put it as our priority to save energy and minimize emission. Our products, either small components or huge servers, all come with labels and key words indicating they are green and environment-friendly. It is our primary social responsibility to protect environment and minimize emission as a Fortune 500 company. For example, we have collaborated with Shanghai INESA (Group) to provide smart manufacturing comprehensive project solutions to a color-filter plant of INESA Display Materials Co., Ltd., an INESA Group company. This project is mainly involved with energy saving in manufacturing, which enables energy management and control for the whole production lines and automated machines through technologies such as big data, AI, visualization etc. The project has been elected as the pilot demonstration project of China smart manufacturing by Ministry of Industry and Information Technology of the People's Republic of China for its advancement and demonstrativeness in 2016.



富士通制造业服务 Fujitsu Manufacturing Service

**Journalist: China has now become the world's most attractive destination for investment who offers a dynamic vibe to the world economy. Given its excellent investment environment and huge market, what new plans and strategic adjustments have you made in China?**

**Xue Wei:** As a part of our vision, we place great emphasis on making a contribution to Chinese society. However, it is also a challenge for us with the rapid development of the Chinese market. First of all, it is our priority to expand the Chinese market for the company. We grow our business by exploring business models compatible with Chinese culture, under the guidance of sustainable development. Our strategy for business development is to take an active role in Chinese Smart City construction, which is driven by digital innovation with "Made in China 2025" as its starting point. Smart city is a very extensive topic. We will try to make a contribution to smart city construction in China with a focus on New Retail and New Circulation for our business development. Additionally, we will provide customized smart solutions and services for customers in the Chinese market by boosting our R&D ability and combining the ICT technology and digital innovation from headquarter with China's local solutions. We provide a foundation for the digital transformation of Chinese society by creating an efficient ecosystem with win-win as the aim. To support the transformation, we also bring in the technology products of our business partner and boost our R&D investment for the Chinese market based on the advanced ICT product and technology from headquarter. Last October, we launched a new Manufacturing Digital Solution COLMINA in the Chinese market. This is a comprehensive Smart Manufacturing digital solution platform with three key elements, including the advanced technologies from Fujitsu Japan, the product we develop together with our business partners in China, and products compatible with our business partners. It includes innovative technologies such as IoT, big data collection/visualization and analysis, AI/Robot, and is also compatible with over 150 industrial OPC protocols, various database and text type data. In the future, we will keep opening up the standard intelligent interface and connect our partners' solutions platforms to allow data to circulate throughout the whole value chain.



富士通可穿戴设备 Fujitsu Wearable Devices