

HOMAG's Sustainable Development in China

豪德—在中国的可持续发展之路

—— Interview with Mr. Thomas Scholz, the General Manager of HOMAG Machinery (Shanghai) Co. Ltd.

—— 访豪德机械（上海）有限公司总经理托马斯·朔思先生

□本刊记者：李莉 陈海燕



豪德机械（上海）有限公司总经理托马斯·朔思先生 Mr. Thomas Scholz, the General Manager of HOMAG Machinery (Shanghai) Co. Ltd.

随着改革开放的深入，中国步入了经济持续增长、科技加速进步的新阶段，不少优秀的跨国公司已经深深扎根中国。全球领先的木工加工机械制造集团—德国豪迈集团（HOMAG Group）便是一个鲜明的例子。探究豪迈集团在中国的成功秘诀，研究其不断创新的经营策略，对于中外企业如何在中国提高核心竞争力，实现可持续发展具有一定的借鉴意义。

时光还要追溯到上世纪90年代初，当时的豪迈集团将其发展的目光投向了上海，并在上海松江区建立了豪德机械（上海）有限公司（以下简称豪德上海）。起初，豪德上海的产品线仅涉及自动化的双端铣地板线、封边机和钻孔机。

如今，在10年后的一个阳光明媚的初夏清晨，托马斯·朔思先

生与记者进行了一次有关豪德上海10年发展的对话。“我们已落户上海近18年了，而近10年间公司的业务和管理结构经历了质的改变，集团总部也更着力发展在中国及整个亚太地区的业务。仅2012年一年，总部便斥资600万欧元对豪德上海从厂房、设备到人员结构进行了整改，使公司迈上了一个新的发展台阶，为今后更长远的发展打下了稳固的基础。”托马斯·朔思先生介绍说。

坚持推行本地化战略，让豪德与客户做到零距离接触。托马斯·朔思先生在谈到如何更好服务中国市场时说道：“这些年，中国客户从青涩变得成熟，随着他们对木工行业制造设备的深入认识，对产品技术和性能方面的要求也越来越高。针对这个转变，我们集团也逐步将一些核心技术转移至中国市场。10年前，我们自己对所有的原材料进行加工，10年后，我们改为对购入的半成品进行再加工，同时把重心放在核心技术和部件上。这样做的目的就是要利用好中国的优质资源，让产品更本地化，而将更多的精力转移到技术研发上。”

产品有周期，企业有兴衰，唯有过硬的品牌口碑才是市场经济中真正意义的通行证。托马斯·朔思先生非常自信，他说：“我们的优势最主要来自两个方面：一是技术先进，二是产品质量。我们目前的产品线很宽，从更加优化后的全自动双端铣，CNC精确定位钻孔机到自动化物料搬运机等，完全有能力为客户提供最佳的整体解决方案，并为客户带来更多的附加价值。同时，我们的产品在业界拥有很高的品牌知名度，这也是豪迈集团通过常年坚持不懈的品质管理和技术创新赢得的市场回报。”

21世纪市场竞争的一个组成部分是企业文化的竞争。托马斯·朔思先生所倡导的企业文化为“阳光、家庭、学习”六字箴言。阳光代表积极向上，家庭代表信任、帮助和诚实，学习代表不断进取的生活工作态度。托马斯·朔思先生进一步阐释：“为了让员工更紧密地和公司结合在一起，形成利益共同体。我们除了在薪资、保险及社会福利等做到符合各方利益外，还要为员工提供学习和发展机会。此外，公司高层管理人员带给员工无形的感受也很重要，员工是不是工作得愉快、幸福，这和管理人员的言行密切相关。总之，我正努力让企业的整体形象更符合“阳光、家庭、学习”这六字箴言，并竭力创造让员工和员工和谐相处的良好环境。”

谈到未来的发展，托马斯·朔思先生充满信心地说：“未来五年，我们希望销售业绩能达到3倍的增长，同时我们将继续执行在中国扩大业务的可持续发展战略。我相信，公司在华的发展空间还有很大提升空间。”

With the deepening of China's reform and opening up to the outside world, China has stepped into a new stage where economic growth continues while the science and technology improvement accelerates. Many excellent multinationals have taken root in China, which includes HOMAG Group, one of the best leading innovator and global manufacturer in the woodworking industry. The study on the successful experience and innovative management strategy of HOMAG Group will provide some reference for Chinese and foreign enterprises on how to improve their core competitiveness and realize a sustainable development.

In the early 1990s, the HOMAG Group has taken China as the new business focus and established HOMAG Machinery (Shanghai) Co. Ltd. (hereinafter referred to as HOMAG Shanghai) in the Songjiang District, Shanghai. At the initial phase, the product range of HOMAG Shanghai only covered DET-Flooring lines, edge banding machines and drilling machines.

While Mr. Thomas Scholz was talking about HOMAG Shanghai's development over the past 10 years. He said: "We have settled in Shanghai for almost 18 years, and during the last 10 years, our business and management structure has experienced a radical change. The Headquarter also pays more attention to the business in China and the whole Asia-Pacific region. The 6 million EURO investment from the Group, used for expansion of the plant, improvement of the production facilities and restructure of the personnel, has brought the HOMAG Shanghai in a new development era and laid a firm foundation for the long-term development."

HOMAG Shanghai has achieved a very close contact with our customers through the localization strategy. While talking about how to provide better service in the Chinese market, Mr. Thomas Scholz remarked: "In recent years, Chinese customers have become more mature with better understanding on the woodworking technology. Therefore they set higher requirements on the machines' functionalities. To satisfy their high expectation, our Group decides to transfer part of the key technologies to the Chinese market. 10 years ago, we were processing with raw materials. Now, we are processing with purchased semi-finished materials and focusing on the key technologies and components. We aim to make full use of Chinese resource so as to localize the products and dedicate more energy to the R&D."

All products and enterprises have their ups and downs; only the solid brand reputation can provide a green path in the free market economy. Mr. Thomas Scholz has a great confidence in the Company, he explained: "We have two big advantages: advanced technology and good quality. We have a wide product range - from the advanced DET-Flooring lines, CNC drilling machines to automatic handling systems etc., so we are totally capable of providing the best turn-key solution for our



customers. What's more, we have gained high brand popularity within this industry, which is a market return for the HOMAG Group's strict quality management and technology innovation over the years."

In the 21st century, the corporate culture competition has become an important part of the market competition. Mr. Thomas Scholz is advocating an apothegm of "Sunshine, Family and Study". Sunshine stands for positive thinking and active acting, family stands for trust while study stands for continuous improvement in life and work. He further explained: "In addition to providing mutually beneficial salary, insurance and social welfare, the Company also provides specific trainings and development opportunities for employees. Thus, the interest between the employees and the Company has tightly combined. Moreover, the invisible influence of management personnel on employees is also very important, weather the employees are working happily or not depends largely on the expressions and acts of the management team. In one word, we are trying to make our image in accordance with the "Sunshine, Family and Study" apothegm and create a harmonious environment for employees."

Looking into the future, Mr. Thomas Scholz has shown great confidence and said: "Our sales turnover is expected to be increased by 3 times in the upcoming 5 years. Meanwhile, we will continue the sustainable development strategy by expanding business in China. I believe that we still have considerable room to develop and improve ourselves."

