



Innovation Drives HOMAG Up 创新驱动让豪德更上一层楼

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

—— 访豪德机械（上海）有限公司董事总经理钱华先生

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自1978年改革开放以来，中国经济出现了新的转机并带来了快速的增长，吸引了众多跨国公司进入中国谋求发展。30多年过去了，在优胜劣汰的法则面前，一批具有高超技术和市场洞察力的跨国公司勇立潮头，得到了快速发展，并已经深深扎根中国。作为全球木工机械制造领导者豪迈集团中的成员——豪德机械（上海）有限公司就是其中的一个代表。为探究豪德机械在中国的成功秘诀，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。

日前，记者专程采访了豪德机械（上海）有限公司董事总经理钱华先生。年轻有为、儒雅知性、语速快而清晰、思维敏捷而睿智的钱华先生2011年加入豪德机械，任职财务总监一职。钱华先生对公司的运营架构、财务状况有着深刻的了解，在2013年公司业绩下滑、经历变革阵痛期临危受命担任豪德机械的掌门人，成为豪迈集团里最年轻的高管。在钱华先生走马上任的短短六个月时间里，豪德机械扭亏为盈，并且在随后的两年中销售收入平均每年增长30%，成为豪迈全球大家庭中最赚钱的公司。



纵观豪德这两年的新局面，究竟钱华先生带领着他的中国团队做出了哪些改变？对于公司的管理、创新、产品、战略都有哪些独到的见解？在随后一个小时的采访时间里，谜底一一揭晓。

创建于1960年的豪迈集团以其高瞻远瞩的战略眼光，早在1994年进驻中国，在上海松江区成立了豪德机械（上海）有限公司。豪迈集团是全球木工机械设备制造领域的佼佼者，经过20多年的深耕，豪德机械已经成为国内木工机械设备制造领域的知名品牌。

“这几年我们做的非常成功，2015年豪迈集团全球销售首次突破10亿欧元。目前，豪迈集团占领了超过全球30%的市场份额。我们未来的目标要达到40%。我相信我们可以做到。对于豪迈集团，中国区的业务能占到集团业务的10%，销售额有1亿欧元左右，

近两年中国业务平均每年增长30%，总部很满意，最高管理层多次强调中国市场的重要性。”事实胜于雄辩，数字是对钱华先生走马上任两年来的“最佳总结”。

“中国市场和西方市场有很大的差别，近些年我们在研发和服务



能力的加强是史无前例的。目前生产基地有300多个员工，10%以上是研发人员。豪德机械在拥有工程师人数方面在中国同行业是首屈一指的。我们把西方产品做本地化改善，为中国客户专门制定自主研发产品，在设计方面更契合中国市场，根据市场需求做产品结构的调整，这是我们在过去3-4年中最大的改变。”钱华先生道出了他执掌好豪德帅印的秘笈。面对不断变化的市场，企业以及企业的领导者必须具有不断进取的创新精神。创新是企业前进的动力，是豪德的竞争优势所在。

钱华先生并没有在德国生活的经历，但可以取得德国总部的信任并将中国大市场交给钱华先生管理，这足以说明德国总部对钱华先生的信任，也是德国总部的明智之举，正如钱华先生对记者所说的：“我对这个企业的了解是一般人做不到的，什么影响着企业发展？企业存在着哪些问题？我很容易找到症结所在，并能够提出帮助企业找到成长的办法。”财务总监出身的钱华先生深谙公司运营架构，通过财务数字就可以为企业诊脉。钱华先生给出了良方是根据中国市场需求做产品结构的调整，让豪德焕发了新的生机。

中国的汉字细研究起来总是有很多高深的学问，“企业”的“企”字，离开人字就会止步不前。因此，做好人才培养成为钱华先生战略规划中的一项重要内容。“在管理细节上我会沟通到每一个员工，



不论是一线员工，还是销售团队、管理团队，我都会和他们做深层次的沟通。我要让每一个员工能看到公司发展的前景。作为总经理，要让员工看到发展的方向。我始终认为，企业不改变就会被淘汰。改变、创新是企业的一个永恒的主题。”钱华先生在采访中多次提到“改变”这两个字，正是这两个字成就了今天的豪德。



豪德不仅在管理上思变，在产品上也思变。以前豪德所有的产品都是以德国设计为主，近几年豪德在华新战略布局的出发点则是推出更好的适合中国本地化市场的产品，从高端产品中端产品都有布局。这对一向以超一流水准领先全球业界的豪迈集团来说，尚属首次。正是这些对症下药的良策让豪德在中国扬帆远航。

“中国是一个很大的市场，但要把中国市场做好并不容易。”钱华先生的话语颇有哲理。勇于挑战自我的钱华先生总是给自己设立一个又一个目标。正如并不擅长机械的他，在上任之后对着近六万多个螺钉螺母等零件也做足了功课。学习总是令人不断进步，并总能打开新的窗口。在谈到未来规划时，钱华先生充满信心，他说：“在技术上我们继续做市场的领先者，在市场上投放别人没有投放过的产品，比如机器人、自动化设备。在市场方面，不仅做高端，也会做中端入门级产品，让更多人最终成为豪德的用户。未来，并不会在实体上有更多的投资，如果说投入，那就是对人的投入，在研发、创新、培训上投入。这些投入都是针对人才的投入。”

“路漫漫其修远兮！”一个企业的创新与发展并不是一件简单的事情，它需要有全员的参与、观念的创新、意识的改变、机制的完善等。只有做好这个系统工程，企业才更能更快、更好、更有效的发展。在这漫漫征程中，钱华先生和他的中国团队已经做好了准备，那就是为豪德的发展，为中国经济的发展始终做出最有效的变革！

China's Reform and Opening-up policy adopted in 1978 has brought new favorable turn and rapid growth to the Chinese economy and attracted numerous multinationals to enter into China to pursue for development. Over the past 3 decades, facing the rule of Survival of the Fittest, a batch of multinationals with super technologies and market insight have taken the lead in the forefront, achieved rapid development and taken deep root in China. HOMAG Machinery (Shanghai) Co., Ltd., a member of HOMAG Group - a global leader in woodworking machinery manufacture, is just one of these representatives. To explore the keys to the success of HOMAG Machinery in China, it is of certain reference significance to improve its core competitiveness and fulfil sustained development in China via research of its persistently innovative operation strategies.

Recently, Multinationals in China made a special trip to talk with Mr. Dick Qian, the General Manager of HOMAG Machinery (Shanghai) Co., Ltd. Young and capable, learned and refined, intellectual and wise and in quick and clear speaking and thinking, Qian joined HOMAG Machinery as CFO in 2011. With deep understanding of the corporate operation framework and financial status, Qian was entrusted with the mission - the head of HOMAG Machinery at the crucial and difficult moment of declining performance and transformation pains, becoming the youngest executive of HOMAG Group. Over the short six months after Qian's assumption, HOMAG Machinery has turned losses into gains, and achieved the average annual growth of 30% during the following two years, becoming the most profitable company in the global family of HOMAG.

Throughout the new situation of HOMAG Machinery in the two years, what reforms on earth did Qian lead his Chinese team to have made? What unique understandings does he boast for the management, innovation, product and strategy of the

Company? In the following one-hour talk, the answers will be revealed one by one.

By virtue of its great vision, HOMAG Group established in 1960 entered into China as early as 1994, and established HOMAG Machinery (Shanghai) Co., Ltd. in Songjiang District, Shanghai. As HOMAG Group itself is the leader in the global field of woodworking machinery equipment manufacture, HOMAG



Machinery over 20-year dedication, has become a noted brand in the domestic corresponding field.

"We have been quite successful in recent years and the global sales of HOMAG Group initiated a breakthrough of EURO 1 billion in 2015. Currently, HOMAG Group has occupied over 30% of the global market share., but our future objective is to reach 40% and we believe that we can do it. As for HOMAG Group, the business of China Area accounts for 10% of the group business, with the sales of about EURO 100million, and average Chinese business growth at 30% annually, with which the Headquarters are quite satisfied, and the top management has emphasized the significance of the Chinese market for many times." Facts speak louder than words, and the figure is the "best summary" for Qian's efforts over the two years after his assumption.

"The Chinese market differs from the Western one greatly and our enhancement in R&D and service capacity in recent years is unprecedented. Currently, our production base boasts over 300 employees, above 10% of which are R&D personnel. The number of engineers at HOMAG Machinery is second to none in the Chinese industry. We conduct localized improvement on western products, manufacture independent R&D products specially for the Chinese clients, enable its design to agree with the Chinese market more, and make some adjustment in product structure as per the demand of the market, which is the largest reform we have executed in the past 3-4 years." Qian discloses his secret to his leadership for the HOMAG Machinery.



Facing the continuously changing market, enterprises and the corporate leaders must boast persistently enterprising innovative spirit. Innovation drives an enterprise ahead as well as represents the competitive advantages of HOMAG Machinery.

Despite Qian's lack of any living experience in Germany, the German Headquarters still has delivered the great Chinese market to Qian for management, which sufficiently demonstrates the great trust of the German Headquarters in Qian and is its wise move. Just as Qian discloses to Multinationals in China, "Generally no other people can learn about this enterprise as much as I did: What influences the corporate development? What problems exist herein? I can find the crux easily and propose the way to help the enterprise grow." Qian, with the background of CFO, is quite familiar with the corporate operation framework, and can feel the pulse via financial digits. The effective solution Qian provided enables HOMAG Machinery to be revitalized via adjusting its product structure as per the demand of the Chinese market.

Chinese characters contain quite higher learning generally in detailed research: in the Chinese word for enterprise - "企业"(qiye), the first character "企"(qi) is composed of two parts, with the upper part "人"(ren) meaning "people" and the lower part "止"(zhi) "stop", indicating that "without people" it will stop. Therefore, talent cultivation is a significant part in Qian's strategic planning. "In detailed management, I will communicate with every employee: no matter the workers on the production, sales team or management team, I will conduct deep communication with them. I will enable each and every employee to see the prospect of the company. As a General Manager, I



need enable them to see the development direction. I always hold that, without reform, an enterprise will be eliminated. Reform and innovation is the permanent theme of an enterprise. Qian has mentioned the word "reform" in the talk for quite a few times, and it is just this word that has created today's HOMAG Machinery.

HOMAG Machinery does pursue for reform not only in management, but also in product. All the previous products of HOMAG Machinery is oriented to German design, but in recent few years, the starting point for the new strategic layout of HOMAG Machinery is to launch the products more suitable for the Chinese local market, with layout from high-end products to the middle-end products. This is after all the first practice of this kind for HOMAG Group who has always been leading the global industry with the super-premium level. It is just the sound strategies for good therapy that enabled HOMAG Machinery to have advanced so successfully in China.

"A really huge market as China is, it is definitely not easy to succeed herein." Qian comments wisely. Daring to always challenge himself, Qian always sets himself objectives one after another. Not an expert at machinery as him, he has done quite enough work on the nearly 60,000 parts such as screws and nuts after he took his office. Learning always drives someone to go forward, and opens some new windows(s). Speaking of the future planning, Qian expresses confidently, "In technology, we will continue to lead the market, and launch some products which have never existed in the market before, e.g. robots, automation equipment; in market, we will be devoted to the high-end products, and middle-end and beginner products as well to enlarge the users of HOMAG Machinery finally. In the future, we will not invest more in the entity; but only in people, in R&D, innovation and training. All these investment is just in talents."

"Long as the way is", the innovation and development of an enterprise is not simple at all: it requires total involvement, concept innovation, consciousness change and mechanism

improvement, etc. Only by putting this systems engineering into sound operation, can an enterprise develop faster, better and more efficiently. During the long process, Qian and his Chinese team have been ready: to conduct the most effective transformation for the development of HOMAG Machinery and the Chinese economy!