

为中国经济社会发展做贡献

——访株式会社 IHI 理事中国总代表菅沼禎郎先生
石川岛（上海）管理有限公司总经理藤森洋一先生

享誉世界的 IHI 集团在历经 160 余年的发展过程中，始终致力于多领域尖端技术的研发，秉持【以技术贡献于社会】的经营理念，通过所持多样化的综合工程技术能力，解决各种全球范围内不断增长的能源需求、城市化、工业化进程及运输系统自动化等课题。IHI 集团作为全球综合性重工业制造商，其产品涉及资源、能源、环境、社会基础设施和海洋设施，产业系统及通用机械，航空航天等四大领域。面对 21 世纪的环境、能源、产业、社会基础设施建设等诸多课题，IHI 集团以其生产制造领域的先进技术为核心提供解决方案，为人类提供安全放心的服务。



株式会社 IHI 理事中国总代表菅沼禎郎先生
Mr. Yoshirou Suganuma, associate director and general representative in China of IHI Corporation

□记者 李莉 陈海燕

当今的中国，已经在世界经济舞台占有不可或缺的重要地位，正在成为全球经济增长的中心，经过改革开放 40 年的飞速发展，已成为世界经济的发动机。IHI 集团以其敏锐的市场洞察力和长远的战略眼光于改革开放初期就吹响了进军中国市场的集结号，成为改革开放第一批进入中国的知名跨国公司，并取得了可喜的发展。适逢中日友好条约缔结 40 周年之际，为进一步了解 IHI 的发展和取得的成就，

记者专程采访了株式会社 IHI 理事、中国总代表菅沼禎郎先生、石川岛（上海）管理有限公司总经理藤森洋一先生。

菅沼禎郎总代表首先介绍说：“IHI 集团创立于 1853 年，有 160 多年的悠久历史。早期由造船业起家，之后相继拥有了转动设备技术、大型构造物的焊接结合技术、机械加工技术和热能源利用技术。正是因为这些技术奠定了集团发展的基础，到如今，可以说天上飞的宇宙航空器、地面上运转的产业机械、社会基础设施和海洋设施以及资源·能源·环境设施均成为我们集团的引以为自豪的领域，形成了 IHI 集团的四大事业板块。目前，IHI 集团年销售额达到 900-1000 亿人民币的规模，IHI 集团的员工活跃在世界各地，达 3 万多人，业务范围遍布全球。要强调的是，中国是 IHI 集团在全球重点投入的包括东南亚的亚太地区、美洲地区的三大战略区域之一。”

1972 年中日之间实现了邦交正常化。为了迎合中



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国邦交正常化大型纪念活动，1974 年，IHI 向前武汉钢铁厂提供了一套钢板宽度 1 米 7 的热轧设备。此后相继向宝钢以及鞍钢等著名钢铁厂提供了钢铁生产线。随着中国改革开放的进展，IHI 在中国的业务领域不断扩大。1986 年 IHI 在北京成立了办事机构，以此为依托，相继在全国拓展业务。设立在上海的管理公司统括管理着中国境内各公司，员工 60 余人，北京和大连设有分公司。中国域内的集团所属企业有 14 家，按产品类别划分，其中 2 家是汽车发动机用涡轮增压器生产企业，2 家是农业机械生产企业，以及其他产业系统和通用产业机械制造企业。中国域内公司的年销售额达到 50-60 亿人民币，并形成逐年递增的发展态势。

IHI 是一个大型综合重工业集团，在国内外拥有丰富的经验和业绩，在国际上赢得了广泛的信誉。在社会基础产业领域包括设计、采购、施工以及售后服务等，具有大型项目的综合建设能力。公司拥有全球



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性采购网，通过全球性的采购系统和采购渠道降低成本，提高竞争力。集团的核心技术之一即高速旋转设备技术，我们在该领域实现了高速发展，现在被广泛应用于空压机和发动机用涡轮增压器以及宇宙航空领域，比如航空发动机生产就是该技术延伸应用的结果。质量管理方面，公司有专门相应的部门负责，对在国内采购的产品以及在国内加工制造的产品进行严格的质量管控。根据需要随时邀请总公司质量保证体系的专业人员到现场。”

【唯有人才乃是企业最大且唯一的财富】。此句出自于 IHI 集团的另一个经营理念。具有高素质、高效率 and 凝聚力的团队是 IHI 在中国市场成功的关键。菅沼禎郎总代表说：“公司非常重视人才的培养，人才是我们企业最大的财富。中国有句成语叫‘如虎添翼’，我非常喜欢。中国是一个偌大的国家，中国的企业和员工都非常优秀。作为我们工作在中国的日方员工和经营者的作用是什么呢？那就是通过我



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们的参与和优势互补使这只猛虎添上强硬的翅膀，使其飞得更快、更高、更远。集团在中国的员工共有 1400 人，如何调动他们的积极性、为其谋福祉十分重要。为了提高员工的积极性和创造力并加强企业内部的团队精神，我们制定了目标管理机制。该机制就是首先确定公司的总体目标，然后将公司的总体目标准确地传达给每个员工，员工根据公司的总体目标结合各自的岗位职责分别制定各自的目标，年终将对员工的目标达成情况进行评定考核。认为该员工对公司有所贡献，我们将从公司年利润当中分得一部分来优先奖励给这些优秀员工。”

菅沼总代表又补充道：“我们在中国的 14 家

企业，都有自身的领导机构，都有总经理和经营层。每一家企业都是一个独立核算单位，我们所提供的就是如何使他们日常的经营能够更加优化，更加效能化。为了加强我们和十多家企业之间的沟通和协调，我们通过定期的总经理会议与各家企业保持着密切沟通。公司的服务宗旨是，第一是为了服务于我们的客商，第二是为我们的员工谋福祉，第三是为当地社会或所在国家做贡献，第四才是为了企业的股东。”

中国政府积极推进节能减排，走绿色、低碳、循环的可持续发展道路，指出加强构建资源节约、环境友好的生产方式，增强可持续发展能力。IHI 一直践行可持续发展理念，通过生产技术为核心的工程技术力量解决 21 世纪所面临的环境、能源、产业和社会基础建设中的诸多难题，并把自己建

设成为一个给人类带来富裕、安全、安心的全球性企业集团。对此，藤森洋一总经理说：“我们有一个产业工程系统部门在做自动化业务，包括自动仓库和生产自动化都在积极推进。在节能方面，我们的目标不仅是每一个要素的发展，而是把它们都连接起来为客户提供服务，是从提供每一个机械设备到提供一个完善服务系统的观念的转变。”

中国提出的“一带一路”倡议，为跨国企业提供了发挥自身优势，实现自身可持续发展的绝佳机遇。菅沼禎郎总代表表示：“我们积极响应中国‘一带一路’的倡议，在中国开发的一些技术以及在中国生产的产品，如何为沿途国家做出贡献，这是我们的一个课题。我相信，在中国国内市场具有竞争能力的产品在中国以外的其它国家



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和地区也同样能够具有竞争能力。我们的意愿是为中国社会的发展，为中国人才的培养不懈努力。”

谈到未来的发展，菅沼禎郎总代表运筹帷幄，充满信心地表示：“回顾近两千年中国的历史以及纵观中国两千年的经济规模，在每一个时期中国的经济规模均占到全球经济总量的 20%—30%。中国是一个巨大的市场，这些年发展速度非常快，占全球经济总量的比例越来越大。今后中国市场还会以更快的速度、更大的规模继续发展，所以集团把战略重点放在中国。我们的目标是将集团在全球的销售中的中国销售占比能够不断提高。及时掌握中国市场的新技术，不断研发新产品也是公司主要战略重点。展望中国今后经济的发展前景，从中期战略目标考虑，随着大数据和人工智能的发展，IHI 遍布中国产业当中有多家企业都是从事汽车零部件制造业的，我相信在将来的一段时期内仍然会继续发展，公司还将继续增加投资使它发展壮大。在自动化、人工智能方面，单凭我们自身的技术还不够，所以我们会继续和中国知名品牌的大学开展共同研发，将我们的战略重点投放于领先的技术领域。如果我们认准的方向是对的，就将坚定不移地投资。这是我们持续不变的战略目标。”

当今世界是一个充满机遇与挑战、科技日新月异的伟大时代。致力于为构建富裕社会做出贡献的 IHI 集团和石川岛上海管理公司，正在通过不断创新改变世界，迈向下一个百年辉煌！他们凭借着领先的技术和产品，已经夯实了扎根于中国之路。我们相信，IHI 集团旗下的石川岛上海管理公司今后在菅沼禎郎总代表和藤森洋一总经理的带领下，一定会创造出更加辉煌的成绩，为中国的经济发展做出更大贡献。



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Making More Contribution to the Chinese Economic and Social Development

— Interview with Mr. Yoshirou Suganuma, associate director and general representative in China of IHI Corporation and Mr. Yoichi Fujimori, General Manager of IHI (Shanghai) Management Co., Ltd.

As a world-renowned firm with a development history of over 160 years, IHI Corporation has adhered to the management philosophy "Contribute to the Development of Society through Technology" and been dedicated to developing cutting-edge technologies in multiple fields. Mastering at diversified and integrated engineering technologies, IHI Group is working on coping with the rising problems in energy demands, urbanization, industrialization, transportation system automation and other fields in the world. As a global comprehensive heavy industry manufacturer, it delivers its products to the four major business areas such as Resources, Energy and Environment, Social Infrastructure and Offshore Facility, Industrial System and General-Purpose Machinery, and Aero Engine, Space and Defense. Facing the subjects in environment, energy, industry,



株式会社 IHI 理事・中国总代表菅沼禎郎先生（右）中国统括管理公司・石川岛（上海）管理有限公司总经理藤森洋一先生（左）记者李莉（中）

global economy. With its keen market insight and long-term strategic vision, IHI Group decided to extend its Chinese market and formally came to China first in the early stage of the reform and opening-up. From then on, it has been developing rapidly with remarkable achievements. To know more about IHI Group's development and achievements, the journalist has an interview with Mr. Yoshirou Suganuma, associate director and general representative in China of IHI Corporation and Mr. Yoichi Fujimori, general manager of IHI (Shanghai) Management Co., Ltd.

"IHI Corporation, established in 1853, started from shipbuilding and extended its business to rotating equipment technology, large structure welding technology, mechanical processing technology and thermal energy utilization technology. Based on such technology accumulation, IHI gets proud achievements in aerospace, industrial machinery, social infrastructure and offshore facility, and resource energy and environment facility which have been the four major business areas within IHI Group. Now, IHI Group creates an annual turnover of RMB 90~100 billion and distributes its business with support of 30,000 staffs all over the world. China is emphasized by IHI Group as a major strategic



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region besides the Asia-Pacific region and the American region.

In 1972, China and Japan achieved their normalization of diplomatic relation. In 1974, ingratiating the large memorial event of China-Japan normalization of diplomatic relation, IHI Corporation provided Wuhan Steel and Iron Works with a set of 1.7-meter-wide hot rolling equipment. Since then, it delivered steel production lines to famous steel plants such as Baoshan Steel Corporation and Anshan Steel Company. With the progress of China's reform and opening up, IHI Group extended its business range gradually. In 1986, IHI Corporation set up an office in Beijing, based on which, IHI spread its business across China. Its management company in Shanghai has its branch offices (in Beijing and Dalian) and over 60 staffs in China. Now, IHI has 14 subsidiaries and affiliates in China, including 2 vehicular turbocharger manufacturers, 2 agricultural machinery manufacturers and other industrial system and general-purpose machinery manufacturers. It realizes an annual turnover of RMB 5~6 billion and keeps its increasing development momentum.

As a big heavy industry manufacturer, IHI Group is globally known for its extensive experience and great achievement at

home or abroad. It holds integrated capabilities of large scale project construction in basic industries including design, procurement, construction and after-service. IHI Group has a global procurement network in control of global procurement systems and channels, through which, it significantly raises the competitive power and reduces the costs. High-speed rotating equipment technology, as one of its core technologies, has been widely used in compressor, separation system, turbocharger for ships as well as aerospace. For instance, aero engine production is an extended application of such technology. IHI has a dedicated department in charge of quality management which conducts strict quality control over the products procured and processed. As circumstances demand, the professional from the corporation's quality assurance system will be invited to implement QA on site," says Suganuma.

Human resources are our single most valuable asset of the Company. This is another management philosophy of IHI Group. The teams with high quality, efficiency and cohesion is the key for IHI Group to succeed in the Chinese market. "IHI Group attaches great importance to the training of qualified



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personnel and regards talents as its greatest wealth. As said in a Chinese idiom "like adding wings to a tiger", talents double might in the enterprise. There are so many excellent enterprises and staffs in China. What roles do the Japanese staffs and managers working in China have? The complementary coordination between the Chinese and Japanese staffs will support the enterprise's capacity to develop faster, higher and farther. IHI has over 1500 staffs in China, so it is very important to mobilize their motivation and benefit them. To improve the staffs' enthusiasm and creativity and promote the team spirit, we have established an objective management mechanism. Such mechanism includes the steps below: 1) establish the overall objective of the corporation;



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2) accurately communicate such objective to all staffs; 3) the staffs set up their respective objectives on the basis of the overall objective above and their responsibilities; and 4) check the performance of staffs relative to their respective objectives. Any excellent one who has outstanding contributions to the corporation will be rewarded in superior," says Suganuma.

"The 14 subsidiaries and affiliates of IHI Group in China all are arranged with independent management. Each company has its independent accounting unit. What we do is to optimize and accelerate their daily operation. To strengthen the communication and coordination between these companies, we communicate each company closely through regular CEO meetings. The service aims of IHI Group are as: 1) serve clients better; 2) serve staffs considerately; 3) contribute to local society or country; and 4) be responsible to stockholders," adds Suganuma.

The Chinese government will actively push forward the sustainable development featured in energy conservation, emission reduction, greenness, low carbon and cycling, strengthen an energy-efficient and environment-friendly production mode, and enhance the development sustainability. IHI Group has been following the sustainable development philosophy, delivering the solutions to cope with a good many challenges in environment, energy, industry and social infrastructure faced by us in in the 21st Century, and striving to be a global firm that brings human being wealth, safety and harmony. "We set up an industry engineering system department in charge of automatic warehouse and production. In energy conservation aspect, we make efforts to not only help each element develop but also integrate them to serve clients. We will transform from the mode of providing mechanical equipment to that of delivering a complete service system," says harmony.

The Belt and Road initiative put forward by China gives multinational firms great opportunities to give full play to their

advantages and realize sustainable development. "To positively response to the Belt and Road initiative, we are exploring an approach to apply our products and technologies to make contributions to the countries along the Belt and Road. As we believe, our products with competitive capacity in the Chinese market will also present competitive capacity in other countries and regions. We are willing to make unremitting efforts for the social development and talents training in China," says Suganuma.

"Viewing its history of latest 2000 years, China's economic scales account for about 20%~30% of the global GDP in all periods. China holds a big market, makes faster development and creates increasing GDP. Considering China's faster development speed and bigger market potential, IHI Group has positioned its strategic key point on China. We are working on raising the sale in China gradually. So we are striving

to develop new products and technologies timely. With the development of Big Data and artificial intelligence (AI), we will increase investment to our auto parts manufacturing companies and help them grow stronger. In automatization and AI aspect, we will carry out research and development jointly with famous



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Chinese universities and position the strategic key point on leading technical fields. We will unshakably invest on the fixed field. It is our sustained strategic objective," says Suganuma, talking of future development.

It is a great age with rapid technology progress, more opportunities and challenges. IHI Corporation and IHI (Shanghai) Management Co., Ltd. are changing the world by continual innovation and advancing to a new future. With its leading technologies and products, IHI Group settles deeply down in China. IHI (Shanghai) Management Co., Ltd., led by Suganuma and Fujimori, is certain to create a brilliant future and make bigger contributions to China.