

Be Chinese in China

扎根中国 服务中国

—— Interview with Mr. Francois Marion, Valeo China President

—— 访法雷奥集团中国区总裁马法龙先生

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曾在法国政府部门工作多年的马法龙先生，2012年加入法雷奥集团，担任法雷奥集团战略副总裁。2018年初来到中国，就任法雷奥中国区总裁。在来中国正式工作之前，马法龙先生曾多次来过中国，他说他喜欢中国，尤其是中国的饮食文化给他留下的印象非常深刻。业余时间，马法龙先生喜欢跑步和游泳，特别是冲浪运动，能够给他带来更多的激情与欢乐，他直言目前在中国还没找到适合冲浪运动的活动场所，他计划不久去海南试一试。谈到法雷奥集团中国公司的市场定位与汽车产业智能化发展时，马法龙先生说：“欧洲企业的特点就是原创性研发非常好，极端追求产品的高性能，高品质。法雷奥集团也是如此，我们对产品的追求精益求精。法雷奥集团中国公司同样如此，我们把法雷奥总部追求的高性能、

2019年4月中旬，作为汽车电气化领域的全球领导者，法国法雷奥集团携其最新产品——配备可逆充电机的原型车在2019年上海国际汽车工业展览会上首次亮相，这款车是法雷奥为电动汽车与电网之间的连接提供的全新解决方案。它利用车辆到电网技术（V2G），将电力从车辆传输至现有电网，或是利用车辆到载荷（V2L）技术为特定电子设备供电。而在一年前的2018年，法雷奥宣布加入Apollo自动驾驶平台。Apollo自动驾驶平台由中国领先的互联网服务供应商百度打造。在此次合作中，法雷奥将向Apollo贡献其在传感器相关方面的技术优势与支持。在中国经济发展放缓的今天，法雷奥集团逆势而为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。法雷奥集团中国区总裁马法龙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。我们强烈的感到亚洲市场，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，近距离的接近客户。现在我们把集团总部的管理模式和中国人传统的思维方式结合起来，形成我们法雷奥中国公司独特的运营模式。我认为这是法雷奥集团能在中国市场持续发展的一条成功经验。”

高品质原汁原味的带进了中国公司，但是在客户服务和本土化支持等方面，做出了一些适合中国市场的改变，在技术支持和服务上更加适合中国客户。特别需要提出的是创新是我们法雷奥的核心战略。2018年，集团在研发领域的投资高达20.73亿欧元，占其主机厂配套销售额的近13%。凭借众多创新技术，法雷奥带来了如何塑造未来移动出行的清晰洞察，并推动着易于普及且满足个性化需求的电动化、自动化、互联化汽车的发展。在中国这个全球最大的汽车市场，这一趋势更为明显。2018年，中国汽车产量近2800万台，相当于全球产量的近三分之一。因此，2019上海车展无疑是法雷奥向国内整车厂展示实力的一个重要舞台。城市化的进程不断推动着清洁出行的需求增长，我们的创新产品是以解决当地实际问题为初衷，并以超出中国市场需求的较高要求不断发展，以满足未来清洁出行趋势。”

中国巨大的市场潜力，使得全球汽车制造和其它领域的巨头纷纷把目光投向中国市场。因此法雷奥集团在中国市场不断加大投资力度，保证了客户在质量标准、成本控制等方面不断变化的需求均得到最大的满足。与此同时，法雷奥集团的技术能力与优质服务，吸引

创立于上世纪二十年代初期的法雷奥集团，是全球领先的汽车零部件供应商，也是世界上第一款应用于泊车操作的超声波传感器发明者和生产厂商。经过近一个世纪的发展，积累了丰富的专业技术经验，在设计、研发和制造汽车零部件产品部件等方面处于全球领先地位。作为一家高科技公司，法雷奥集团关注环境保护，专业为客户提供智能出行创新解决方案，聚焦直觉驾驶和二氧化碳减排技术。其设计、生产的高科技产品，在汽车电动化、自动驾驶汽车、数字化移动出行这三大颠覆了当今汽车行业的变革领域中始终处于核心地位。在法雷奥集团的发展史上，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今天。法雷奥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。上世纪九十年代初期，法雷奥集团正式进入中国市场，1994年在中国成立合资公司，开启了法雷奥在中国市场的成功发展之路。



了中国国内汽车领域和其他领域众多的客户与其合作。法雷奥集团中国公司优质的服务赢得众多客户的好评。中国区总裁马飞龙先生指出，法雷奥中国公司在中国市场的发展态势一直都非常好，这是因为法雷奥集团秉承着“扎根中国，服务中国”的长期发展理念，所以目前中国经济发展虽然放缓，但是没有影响法雷奥集团在中国市场发展的信心。

法雷奥集团的优势来自于持续的创新力，无论是在汽车电气化、驾驶辅助系统领域，还是提供项目解决方案，法雷奥集团都走在同行业的前列。公司研发的产品不仅能够满足汽车领域的生产需要，而且也将改变我们的生活方式、出行方式以及对生活场所的选择，从而也将改变整个社会的发展趋势，开创了法雷奥产品的新时代。科技创新的成果，使法雷奥集团成为汽车零配件领域的领导者，也使越来越多的客户认识到法雷奥集团品牌的价值。近几年来，法雷奥中国公司不断强化中国研发团队，开发适合中国市场的产品，以便更快捷地满足本地企业的需求。马飞龙先生说：“我们为客户提供的是一个系统工程。我们的创新技术贯穿于产品研发、规划、构建、生产、安装等方面的实现及运行管理的全过程，以便协助客户达到预期的构想。我们的产品不仅是高精尖的技术，同时重视环境保护，提供环保产品一直是法雷奥集团发展至今的企业理念。目前我们公司分为四个事业部，一是动力总成事业部，包括起发电机和传动系统产品；二是视觉系统事业部，包括雨刮、车灯等产品；三是热系统事业部，主要是为车内温度、空气净化等方面提供服务；四是舒适与驾驶辅助系统事业部，包括传感器等产品。我们所有业务全球排名都是数一数二的。2017年底，我们创造发明了全自动遥控泊车系统，现已在中国市场量化生产。随着中国智能化产业的进一步升级，我们的产品在中国市场应用的范围也越来越广，这个新的市场将成为我们未来新的增长点。”

在法雷奥中国公司，员工培养体系非常完善。法雷奥集团进入中



国市场发展以来，给予员工非常广阔的发展平台，而且根据实际需要，送到国外进行培训，使他们从理论到实践，全面掌握法雷奥产品技术的每一个细节。马飞龙先生说：“我们公司对于人才还是非常有吸引力的，尤其是我们的创新氛围极具吸引力。另外我们有一个非常有力的“五轴心”运营体系，这五个轴心全都能够做好，这样就可以让客户满意。“五轴心”运营体系分别为，一是生产体系；二是供应商一体化；三是产品开发；四是全面质量；五是全员参与。这样的运营体系可以让我们的员工得到培训，能够不断地发展，而且我们也进行职业道德的培训，我们提倡每个员工都有公平的发展机会，不论性别、国籍、年龄等因素，都有公平的竞争机制和待遇。同时我们给员工提供明确的职业发展方向，提供非常多的职业发展和培训机会，其中包括“专家发展路径”，我们定期请公司的专家和其他领域的专家对员工进行培训，以此希望员工经过认证可以成为专家。另外我们中国公司定期举办员工活动，注重“安全问题”，必须要确保每个工厂的安全，我们全球的每个工厂都要执行统一的安全标准，所以不论是在中国、印度、捷克、法国等我们在全球各个国家工厂的安全标准都是统一的。”

法雷奥集团看好中国市场，法雷奥集团总部高层也在专注于中国市场。马飞龙先生说：“得益于中国汽车产业的快速发展，我们在中国市场发展很好，盈利状态也很好，因为我们赶上了中国经济的快速增长。来到中国发展我们非常幸运，中国政府的继续对外扩大开放政策，我们举双手赞成和欢迎。现阶段中国政府在汽车产业领域已经制定了非常明确的发展方向，一是节能减排，就是新能源汽车的发展方向，秉承着开放式的法规；二是智能化发展方向，中国发改委颁布了一条法规，到2020年，50%的新车需要配备驾驶辅助功能；三是移动出行，未来三到五年，中国市场将会很大程度的改变汽车产业格局。法雷奥将在这三个方向继续保持领先，继续发展，为中国汽车产业智能化的进步和发展做出应有的贡献。”



In mid-April 2019, as a global leader in the field of automobile electrification, Valeo Group headquartered in France made its debut at the Shanghai International Automobile Industry Exhibition with its latest product, a prototype car equipped with a reversible charger. It is a brand-new solution of Valeo Group for the connection between the electric vehicle and the power grid. It can make use of the Vehicle-to-Grid (V2G) technology to transfer power from vehicle to existing power grid, or the Vehicle-to-Load (V2L) technology to supply power for specific electronic equipment. A year ago, Valeo announced its joining in the autonomous driving platform Apollo which is created by Baidu, a leading Chinese Internet service provider. In this cooperation, Valeo will give play to its technical advantages and support in sensors etc. Its action in the context of a slowing-down economic environment reflects its emphasis on and confidence in the Chinese market. Mr. Francois Marion, Valeo China President, said in the interview, "We believe China is the most promising market in the world. We sense that the Asian market, particularly the Chinese market, is promising. Therefore, we must be close to clients and know more about them. Now we combine the management model of the European headquarters with the traditional Chinese thinking mode to form a unique operation mode specific to Valeo China. I think this is a successful experience for sustained development of Valeo Group in the Chinese market."

Founded in the early 1920s, Valeo Group is a world-leading supplier of automobile parts, and among others, the world's first inventor and manufacturer of ultrasonic sensors for parking maneuver. After nearly a century of development, the company has accumulated rich expertise and experience and is taking the lead worldwide in such aspects as automobile parts engineering, R&D, and manufacturing. As a high-tech company, Valeo Group pays attention to environmental protection. It specializes in providing customers with innovative solutions for intelligent travel and focusing on technologies for intuitive driving and carbon dioxide emission reduction. The high-tech products that



are designed and produced by Valeo Group are always at the core position in such major fields as automobile electrification, autonomous cars and digital mobility. Valeo Group has built and maintained close cooperative partnership with international automobile manufacturing giants. It is expanding its sales and production network worldwide in order to adapt to economic globalization. In the early 1990s, Valeo Group officially entered the Chinese market, and established a joint venture company in China in 1994.

Mr. Francois Marion, who had worked for the French government for years, joined Valeo Group in 2012 as the Vice President of Strategy. He came to China in early 2018 and became Valeo China President. Francois had been to China for many times before that. He said he liked China, especially the Chinese food culture, which impressed him deeply. In the spare time, he would go running and swimming, especially surfing which could bring him great passion and pleasure and he plans to test the surfing in Hainan soon. As to the market positioning and the intelligent development of the automobile industry of Valeo China, he said, "The European enterprises are characterized by original research and development and pursuit



of high performance and quality of products. It is the same with Valeo Group which strives for excellence in its products. And Valeo China is no exception. We bring such pursuit into China intact, except for changes in customer service and localization support to suit the Chinese market and cater for Chinese customers. In particular, innovation is our core strategy. In 2018, the Group invested EUR 2.073 billion in research and development, which accounted for nearly 13% of its OEM sales. A number of innovative technologies brings Valeo Group a clear insight into how to shape future mobility, and promotes the development of electrified, automated and connected vehicles that are easy to popularize and meet individual demands. Such trend is more



evident in China, the world's largest automobile market. In 2018, China output nearly 28 million vehicles, nearly one third of global total. Therefore, the 2019 Shanghai International Automobile Industry Exhibition is undoubtedly a platform for Valeo Group to show its strength to auto makers in China. The progressing of urbanization constantly boosts the demand for clean mobility. Our innovative products are designed to solve local practical problems, with considerations taken for future demand."

The huge market potential in China has attracted global magnates in automobile manufacturing and other fields. Therefore, Valeo Group has been increasing its investment in the Chinese market to better meet the customers' changing demands in quality standards and cost control. Moreover, Valeo Group has developed partnership with a large number of Chinese customers in the automobile and other fields by virtue

of its technological capabilities and quality services, which have won Valeo China favorable comment from customers. Francois pointed out that Valeo China enjoys a favorable developing situation in the Chinese market, which is because Valeo Group upholds the long-term development concept of "Be Chinese in China". Therefore, the slowing down of China's economic development has little impact on its confidence in developing in the Chinese market.

With continuous innovation abilities, Valeo Group takes the lead in the industry, no matter in automobile electrification, driving assistance systems or project solutions. Its products can not only meet the needs of automobile production, but also change our lifestyle, mobility mode and choice of living place, and thus change the development trend of the society. The achievements of scientific and technological innovation have made Valeo Group a leader in automobile spare parts recognized by more customers. In recent years, Valeo Group has been strengthening its R&D team in China to develop products suitable for the Chinese market in order to meet the needs of local customers more quickly. "What we offer our customers is a systematic engineering solution," Francois said. Our innovative technologies run through the whole process of realization including product research and development, planning, construction, manufacturing, and installation, as well as operation management, in order to help our customers achieve the expectation. Our products not only involve precision and advanced technology, but also are environment-friendly. Providing environment-friendly products has always been the business philosophy of Valeo Group. At present, we have four business groups: 1. Powertrain Systems Business Group, including starter, alternators and transmission systems; 2.



Visibility Systems Business Group, including wipers and lighting; 3. Thermal Systems Business Group, mainly to provide solutions for air conditioning and air purification etc.; 4. Comfort and Driving Assistance Systems Business Group, including different kinds of sensors. All our businesses rank first or second in the world. At the end of 2017, we invented a fully automated remote-control parking system, of which mass production and development has been made in China. With the further upgrading of China's intelligent industry, our products are more and more widely used in the Chinese market, which will become our new growth point.

Valeo China has a sound staff-training program. It provides employees with lots of opportunities to develop themselves, and may send them abroad for training according to practical needs, so that they can master every detail of its product technology both theoretically and practically. Francois said, "Our company is attractive to talents, especially with the innovative atmosphere. Besides, we have a powerful operation system comprising "5 Axes" to satisfy customers. It is composed of the production system, supplier integration, product development, total quality, and involvement of personnel. Such an operation system ensures training to all our employees including the ethics & compliance training for continuous improvement. We advocate fair development opportunities among the employees,



regardless of their gender, nationality, age and other factors. They enjoy a fair competition mechanism and treatment. We also provide employees with clear career path and lots of opportunities for promotion and training, including the "expert path". We will regularly organize our experts and those from other fields to train the employees so that they may become experts by means of certification. Moreover, Valeo China will regularly organize activities focusing on "safety topics". We must ensure a unified safety standard be implemented in each plant across the world, whether it is in China, India, Czech, or France.

Valeo Group is optimistic about the Chinese market, which is also the concern of its top management. Francois said, "Thanks to the rapid development of China's automobile industry and Chinese economy, we enjoy sound development and profit performance in recent years. We are lucky to have come to China. We fully support the Chinese Government's policy of continuing to expand its opening-up to the outside world. The Chinese Government has made clear instructions on the development directions for automobile industry in the current stage: first, emissions reduction, for which the new energy vehicle is a way out with relevant laws and regulations adhered to; second, intelligent development with a regulation issued by the Development and Reform Commission of China stipulating that 50% of the new cars shall be equipped with driving assistance functions by 2020; third, digital mobility, the pattern of the automobile industry in the Chinese market will be changed greatly in the next three to five years. Valeo Group will make efforts to keep leading positions in these directions, and make due contributions to the progress of intellectualization of China's automobile industry.

