

We attach great importance to the Chinese market

我们非常重视中国市场

—— Interview with Mr. Teruyuki Kai, Board Chairman of Nidec (Shanghai) Int'l Trading Co., Ltd, and President of Nidec Group in Greater China (ccso)

—— 访日电产（上海）国际贸易有限公司董事长、集团大中华区总裁甲斐照幸先生

在知名跨国集团企业中，全球综合马达电机制造产业巨头——日电产集团，是马达生产以及整体解决方案的领导者，在全球马达制造领域享有盛誉，“Nidec”这个名字始终与技术创新联系在一起。作为一家以马达事业为出发点的公司，日电产从1973年开始生产马达产品创业至今，2018年全球销售年达到约1000亿人民币的规模，通过近五十年积累的从精密小型马达到超大型电机所用马达制造技术，为社会提供了家电、电子设备、汽车、工业设备等各领域的高性能马达产品。

中国作为目前世界上最具市场发展潜力的发展中国家，随着市场进一步开放和经济全球化的向前推进，其巨大的需求已成为国际市场的重要组成部分，是跨国公司全球化经营不可忽视的巨大市场。踏着中国市场发展的脉搏，日电



日电产（上海）国际贸易有限公司董事长、集团大中华区总裁甲斐照幸先生
Mr. Teruyuki Kai, Board Chairman of Nidec (Shanghai) Int'l Trading Co., Ltd, and President of Nidec Group in Greater China (ccso)

□本刊记者 彭彦钧

产已在华奋斗了近三十个春秋，在日电产集团的全球发展战略中，中国市场扮演着越来越重要的角色。

在新中国成立70周年之际，为了了解日电产在中国市场的发展状况和对中国市场做出的贡献，本刊记者日前专程采访了日电产（上海）国际贸易有限公司董事长、集团大中华区总裁甲斐照幸先生。在近一个小时的采访时间里，举止儒雅、睿智和藹的甲斐照幸先生就日电产集团在中国市场的投资战略和取得的成就做了详细阐述。

四十年前中国开启的改革开放，尤其是进入上世纪九十年代之后，中国经济开始进入超高速增长阶段。日电产集团高层以敏锐的目光不断抓住机遇，积极拓展中国市场并及时调整战略布局，相继建立生产工厂、技术服务

和销售基地，目前日电产在中国市场已拥有36个生产工厂、54个销售公司、近4万名中国员工为日电产的中国客户提供者周到细致的服务。甲斐照幸先生感慨地说：“虽然我们是一家日本企业，但我们在中国市场设立的公司，从产品、管理、人才等方面，我们已经做到了完完全全的本土化，就是一个中国企业。从上世纪九十年代初期进入中国市场投资发展，我们带给中国市场的都是最新、最先进的产品与技术。去年我们在中国市场的销售额达到了220亿（RMB），随着中国产业的不断扩大，我们也跟随其脚步不断发展。”

技术实力是企业发展的推动力。一流的技术产品必然产生于一流的企业，始终追求“全球第一”使得日电产成为行业领先的企业。甲斐照幸先生说：“在近五十年的发展，从来没有忘记我们的本业，就是马达产品。我们的创始人说，马达是继钢铁、半导体之后的第三大工业‘粮食’。现在在全球产业的发展中，马达产品将成为第一主需品。目前我们在电脑硬盘的驱动马达，已经达到了85%的市场占有率；手机产品的震动马达，我们的市场占有率是40%；汽车产品的电动转向所需的马达产品，我们的市场占有率是40%。现在我们日本总部的研发非常齐全，而在中国的大连、浙江平湖和东莞等地工厂，设有本地研发中心。现在在中国市场，我们共设有13个研发中心。同时为了对应快速变化的中国市场的需求，今年我们还将成立面向中国市场的中国研发中心。”

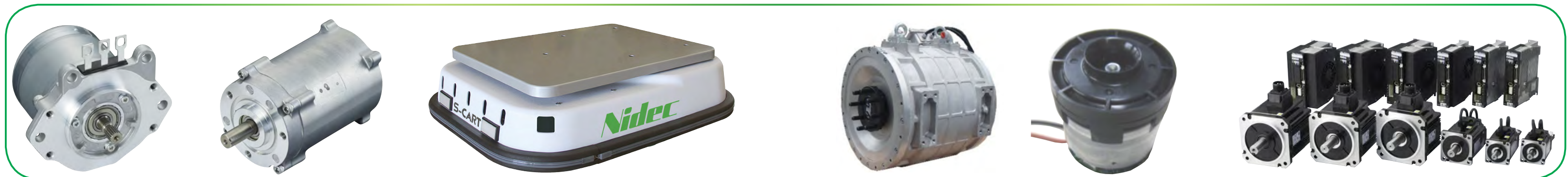
优质服务是公司致胜的法宝。甲斐照幸先生坦言：“在中国市场，我们最受欢迎的产品包括电脑硬盘马达、手机震动马达和汽车电动转向马达。目前中国的同业公司也在和我们竞争，但我们的竞争优势是，我们生产的是直流无刷马达，这一产品具备低噪音、耐久性，而且耗电低，而我们的竞争对手目前只能生产交流有刷马达。现在在中国市场，因为价格优势，很多地方如便利店自动门、电梯扶手等都是采用的交流有刷马达，从而造成用电量大增。据相关部门统计，现在全球的耗电量，近50%是马达产品带来的。而我们生产的直流无刷马达，可以达到节省用电量，节能减排的效果。并且随着我们产品在中国市场销售份额的不断扩大，原材料采购价格也在不断降低，我们的直流无刷马达产品也将更具价格优势。

员工是创造价值的主要因素。如何发现人才，留住人才，最大

限度的发挥他们的潜能是企业发展的关键。日电产一直把人才作为非常宝贵的资源。甲斐照幸先生深有感触地说：“在我们的中国公司，每个公司都有自身培养员工的模式。但是我们在中国的管理公司，每年在我们中国的所有公司中选取一批干部候选人，专门进行培训与培养，作为将来干部管理人员的备选，每年进行一周的培训。其中特别优秀的人员，我们总部选取6人左右作为一个小团队，派到日本总部，进行一年的学习与培训，我们的创始人亲自授课，对这些优秀人才进行重点培养。”日电产从创业开始就制定了Nidec宪法（3Q6S），在多年的发展中一直严格遵守。3Q是好员工、好公司、好产品；6S是整理、整顿、清扫、清洁、作法、修养。甲斐照幸先生说：“3Q6S是我们比较独特的管理方法，包括社长、董事长在内的高层和所有员工，每天早上上班后全员清扫，每天五分钟。这是我们公司从创业以来就坚持的工作内容。在大变局中坚守不变的基本原则，我们希望创建一个企业和员工共同成长的舞台。”

谈到未来的发展，甲斐照幸先生充满信心地说：“虽然传统汽车和手机行业在去年出现了下滑趋势，但是从长远发展来看，新能源汽车和5G市场的需求量将会大增，我们在中国市场的发展将更加广阔。未来我们将在五个领域强化发展，一是新能源汽车，这是我们最大的一个战略项目；第二是家电的节能环保减排方面，因为中国的家电市场是全球最大的，而现在中国的家电产品大部分用的是交流有刷马达，而用直流无刷马达的产品仅占15%左右，所以这一领域我们还有很大的发展空间；第三就是产业的机器人领域，在这一领域，我们提供的是关键的、技术含量很高的马达产品；第四就是物流领域，这一领域目前在中国市场还没有爆发，而物流产业中的很多部分都需要使用到马达，而能够节能减排的马达产品就是最好的选择；第五就是5G市场，这是我们未来5年内的重点发展方向。中国有这么巨大的市场，相信我们在中国的事业一定会有很好的发展前景。”

当今世界是一个充满变革和挑战的时代。拥有近五十年辉煌历史的日电产将不断探求马达技术的奥秘，必将通过创造最尖端的技术来改变世界。我们相信日电产在中国市场会有更杰出的表现。



Among well-known multinational conglomerates, Nidec Group, the global magnate in integrated motor or electric machinery manufacturing industry, is a leader in motor manufacturing and total solution and enjoys a worldwide reputation. "Nidec" has always been associated with technological innovation. As a company focusing on motors, by 2018, Nidec has made a global annual turnover of about CNY 100 billion since its inception in 1973. From the precision small motors to the super large motors, the manufacturing technologies accumulated in the past 50 years have contributed to high-performance motors for various fields such as home appliances, electronic devices, automobiles, and industrial equipment.

China is a developing country with great market potential. With the further opening of the market and the advance of economic globalization, the Chinese market, with huge demand, has become an important part of the international market, and can not be neglected in the global operation of multinational corporations. Nidec has developed in China for nearly 30 years. In the global development strategy of the Nidec Group, the Chinese market is playing an increasingly important role.

On the occasion of the 70th anniversary of the founding of New China, in order to understand the development and contributions of Nidec in the Chinese market, the journalist recently interviewed Mr. Teruyuki Kai, Board Chairman of Nidec (Shanghai) Int'l Trading Co., Ltd, and President of Nidec Group in Greater China (ccso). Mr. Teruyuki Kai, elegant, knowledgeable and affable, detailed the investment strategy in the Chinese market and the achievements that Nidec Group has made in the one-hour interview.

With the adoption of reform and opening up policies, the Chinese economy began to enter a stage of ultra-high-speed development especially after the 1990s. By virtue of acute insight, the top executives of the Nidec Group has seized the opportunities constantly, expanded the Chinese market actively and adjusted their strategic layout timely, successively establishing production plants, technical services and sales bases. Currently, Nidec has nearly 40,000 Chinese employees serving for the 36 production plants and 54 sales company in China to provide thoughtful services to its Chinese customers. Mr. Teruyuki Kai said, "Although a Japanese company, we have completely localized our Chinese company in terms of products, management, talents, etc. Since entering the Chinese market for investment and development in the early 1990s, we have brought the latest and most advanced products and technologies to China. Last year, our sales in China reached CNY 22 billion. As the industry continues to expand in China, we keep forging ahead."

Technology strength is the driving force for enterprise development. First-class enterprises are home to first-class technical products. The unremitting pursuit of "going to the top in the world" makes Nidec the leading enterprise in the industry. Kai said, "In the past 50 years of development, we have always been working on our main business, motor products. Our founder said the motor is the third largest industrial 'necessity' following steel and semiconductor. Now in the development of global industry, motor products will become the first main demand. At present, we have held 85% of the market share in the drive motor for computer hard disk, 40% in the vibration motor for mobile phone products and 40% in the motor required for electric steering of automotive products.



The research and development in our Japanese headquarters is complete, and we have local R&D centers in the plants in Dalian, Pinghu of Zhejiang, and Dongguan. Now in China, we have a total of 13 R&D centers. At the same time, in order to respond to the demands of the rapidly changing Chinese market, we will set up a R&D center targeting at the Chinese market this year."

High-quality service is the guarantee for the success of the company. Kai said frankly, "In China, our most popular products are computer hard disk motors, mobile phone vibration motors and automotive electric steering motors. At present, we are also facing competition of Chinese counterparts, but we have the advantage that we produce brushless DC motors with lower noise, better durability and less power consumption, while our competitors can only produce brushed AC motors. In the Chinese market, because of the low price, brushed AC motors are adopted in many places, such as automatic doors of convenience stores and elevator handrails, resulting in a great increase in electricity consumption. According to statistics from relevant authorities, nearly 50% of global electricity is consumed by motor products. Our brushless DC motors can save the electricity consumption and achieve energy saving and emission reduction. As the sales share of our products in the Chinese market is expanding and the purchase price of raw materials is decreasing, our brushless DC motors will be more competitive in terms of price.

Employees are a major factor in creating value. How to discover talents, retain talents, and maximize their potential are the keys to business development. Nidec has always regards talents as invaluable resources. With deep understanding, Kai said, "Each of our Chinese company has its own way of employee training. However, our management company in China selects a group of management candidates from all of our Chinese companies, and provides a one-week training each year to cultivate them as candidates for future management personnel. About six outstanding candidates will be selected to form a team, and sent to the Japanese headquarters for a one-year study and training. Our founders will personally give lessons to specially train them." Nidec has established the Nidec

Constitution (3Q6S) since its inception, and has been strictly adhering to it for years of development. 3Q represents Quality employee, Quality company and Quality product; 6S represents Seiri, Seiton, Seiso, Seiketsu, Sahou, and Shitsuke. Kai said, "3Q6S is our unique management method, top executives including the president and the board chairman, and all the staff will start cleaning for five minutes before work every morning. It has been a regular work content of our company. We adhere to the basic principle of sticking unchanged in the fast-changing world, and hope to create a stage for the growth of the corporation and employees."

Speaking of the future development, Kai said with confidence, "Although the traditional vehicle and mobile phone industries went downward last year, but in the long run, the demand for new energy vehicles and 5G market will increase greatly, and we will have a more extensive space for development in the Chinese market. In the future, we will strengthen development in five fields: the first is new energy vehicles which is our biggest strategic project; the second is the energy saving, environmental protection and emission reduction of home appliances, because the home appliance market in China is the largest in the world. Besides, most home appliances in China adopts brushed AC motors, while the products with brushless DC motors only account for about 15%, so we still have a long way to go in this field; the third is industrial robots for which we will provide key and high-tech motors; the fourth is the logistics field where motors may be widely used, while the Chinese market has not seen the booming of motors for logistics, and energy-saving and emission-reducing motors will be the best choice when the time comes; the fifth is the 5G market, which is our key field to develop in the next five years. Since China has such a huge market, we believe that our business in China will enjoy a splendid prospect."

It is an era full of changes and challenges. With nearly 50 years of glorious history, Nidec will continue to explore the mysteries of motor technology and will certainly change the world by creating cutting-edge technologies. We wish Nidec a bright future in the Chinese market.

