

Mitutoyo: Dedicated to Precision Measurement

三丰：专注于精密测量

Interview with Mr. Yukihiro Sakata, the Precedency Executive Officer of Mitutoyo Corporation and the Managing Director of Mitutoyo Measuring Instruments (Shanghai) Co., Ltd.

访三丰株式会社上席执行役員、三丰精密量仪（上海）有限公司董事总经理坂田 幸宽先生

□本刊记者 李莉

日本三丰株式会社85年来专注于精密测量，持续不断的在精密测量领域精耕细作，可提供从小型测量工具到大型测量仪器，是世界上为数不多的综合性精密测量仪器的企业。自成立海外销售公司以来，三丰公司不断在全球扩大市场范围，销售网络遍及世界80个国家和地区。三丰精密量仪（上海）有限公司（以下简称上海三丰）是日本三丰株式会社在华的全资子公司，主要负责MITUTOYO产品在中国华东、华北及中部地区的销售。

记者对上海三丰并不陌生，早在5年前就采访过公司，并撰写发表了一篇题为“三丰世界，精密无限”的文章。2019年恰逢日本三丰株式会社成立85周年。对于这次5年后的回访，公司非常重视，做了精心的事前准备，三丰株式会社上席执行役員、三丰精密量仪（上海）有限公司董事总经理坂田 幸宽先生愉快地接受了记者的回访，企画部部长代理芳泽厚志先生和企画部长郭盈盈一同出席了采访。坂田 幸宽先生1981年加入三丰株式会社，已持续工作了38年，拥有丰富的的工作经验，先后在产品



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设计部、销售部、营业技术部等多个工作岗位工作过。4年前，拥有多方面岗位经验且极具领导才能的他，被派驻中国担当重任。三丰与中国的历史渊源可以追溯到上世纪60年代，1963年三丰就在中国上海开始了产品销售，并在安全

保障贸易管理体制下，三丰逐渐构建起完善的服务网络，如今的三丰在中国已拥有两个法人企业、10多个事务所和230名员工。2018年三丰株式会社营业额为1300亿日元（日本本土占30%，海外占70%），中国市场的营业额为130亿日元，占总营业额的10%。

坂田 幸宽先生介绍说：“三丰的企业精神——通过帮助进一步理解佛教的方式，为大众福祉事业作出贡献；要看到三丰在世界范围内，其技术能力和商业运作的优势。三丰的管理原则——通过精密测量技术，为幸福安康的社会做贡献。三丰的公司格言——好的环境，好的人员，好的技术。三丰公司的社训——真诚、严谨、果断的精神。”

纵观日本三丰株式会社85年的企业发展史，坂田 幸宽先生回顾道：“1934年，为实现千分尺的国产化，沼田惠范先生在东京武藏新田创建了一个研究实验室，1936年成功实现千分尺国产化1949年国产千分尺开始投产，1957年开始生产测量用投影仪，1962年开始生产大越式表面粗糙测量仪，1969年开始生产三坐标测量机1971年开发出日本首台轮



廓形状测量机，2000年推出表面粗糙和轮廓测量功能一体机CS-5000系列，2011年发售最小分辨力为0.0001mm的高精度数显千分尺等等”

谈及这些年公司在华的新变化，坂田 幸宽先生回答道：“自2015年中国政府推出‘中国制造2025’方针以来，客户对高品质、高质量方向发展的需求大幅度提升，特别表现在汽车、手机、电子电器部品等方面，这几大方面是三丰公司不断持续支持的行业。我们一直认为高品质高稳定性的测量产品是支持制造企业完成产品品质把控的重要一环。随着近些年中国制造业的高速发展，对

测量设备的需求也在不断增加。为客户提供生产的保障，是我们的职责所在，也是我们的无限商机。乘着这股东风，2017年、2018年我们在华的销售情况比较好，销售额每年增长20%。目前，我们在大连设立了新的产品展厅，天津、苏州产品展厅面积也扩大了，其中苏州展厅成为我们在华面积最大的产品展示中心。这一系列的安排，可以让



客户更近距离看到三丰的产品，亲身体验三丰的设备，同时可以更近距离更迅速的了解客户的新需求。2019年3月为庆祝苏州展示中心的开幕，我们特别企划了一场为期两天的客户公开日活动，此次活动上海三丰联合相关的上下游企业（如自动化设备企业、刀具企业、生产现场环境布置企业等），切合提供从加工到测量的一体化质量管控体系方案的主题一起联合展出，现场反响效果非常好。此外，新空间，大作为，2019年6月上海三丰乔迁到新址上海市浦东新区陆家嘴金控广场。”

谈到在华的市场竞争时，坂田 幸宽

先生说：“三丰的研发主要集中在日本、美国和欧洲，生产制造主要集中在日本。并且作为一家综合性测量仪器制造商，三丰在各产品系列中的竞争对手也特别多。如今，中国正在从制造大国向制造强国迈进，各大竞争对手都齐聚中国。加之中国本土品牌的竞争也相当激烈三丰日本总部非常重视中国市场。我定期都会把客户的需求、市场信息带回日本总部。日本总部希望以最快的速度了解到中国市场的新需求，以最快的速度提供相对应的解决方案。此外我们特别重视客户的整体满意度，因此三丰公司在中国国内各区域都设立了服务网络，强





大的技术服务团队，以更快更高的质量为客户的产品品质保驾护航。员工和产品是我们最珍惜的资源。有一支稳定的有执行力的团队、过硬的产品、最及时的客户服务是我们引以为傲的资本。”

企业管理是公司的软实力。坂田 幸宽先生说：“在企业管理方面，我们继承了日本总部的企业文化并与中国实际国情相结合。公司的员工大多数对日本文化颇感兴趣。随着时代的发展，对于员工在自身素养及商务礼仪方面的培养公司更是不遗余力，每年都会留有较高的预算用于人才的培养，甚至聘请专业机构来公司指导。2019年我们在公司的整体架构上进行了一系列突破，以往实行的是金字塔型的，由资深的能力强



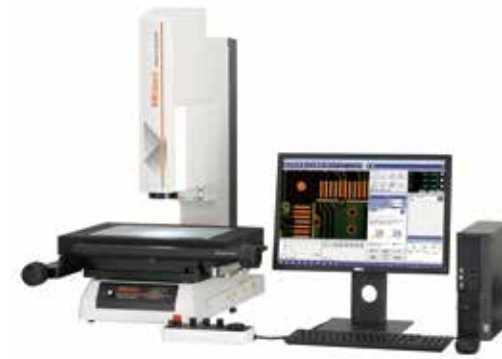
网时代的不断深入，作为公司新生力量的年轻人们具备从中获取最新最全面信息的能力，同时也拥有洞察市场走向的高灵敏度，在这方面年轻人更有闯劲。因此，作为公司来说，年轻人是公司前进的“动力”，为他们搭好平台、提供舞台，充分调动年轻人的闯劲，而我们这些人就当那个握紧方向盘的人，共同把公司做大做强。”

欲穷千里目，更上一层楼。坂田 幸宽先生就企业未来在华的发展规划很有信心，他说：“全球 40% 的汽车、80% 的手机在中国生产，中国早已成为全球最大的汽车制造国、全球最大的手机制造国，中国正在从制造大国稳步向制造强国迈进。中国三丰占集团总营业额的 10%，这个比例还是低的，还远远不够，未来我们还有巨大的市场空间。中国产业转型升级不仅在加工层面，测量是必备选项。三丰作为全球知名综合性精密测量厂商，有技术厚度更有社会责任为‘中国制造 2025’的实现提供更好的测量解决方案。

从智慧测量的未来发展来看，客户在工厂生产工件后再到测量室的连续作业时，代很快过去，而为客户实现在线实时测量的时代已经来临，人们不再非要到测量室去完成测量任务，这不仅需要单项测量产品的智能性，更要有效匹配通信互联的机器人，因为提高客户生产率和生产能力，是客户越来越迫切的要求。我们可以提供完善的一系列测量解决



方案。三丰一直致力于如何实现简单轻松的测量，特别针对传感类产品和非接触式测量方面打造高速、高精、长寿命和高防护等级的测量产品与系统解决方案，同时以强大的售后服务网络解决客户的后顾之忧，提供从问题诊断到报价、修理、校正的一条龙服务。目前我们在中国的战略布局已基本完成，已搭好了基本框架。未来将把工作进一步做实。”已有 85 年测量技术历史的三丰正迈着坚实的步伐向百年企业挺进。



Japan Mitutoyo Corporation has been dedicated to precision measurement for 85 years. As one of the few enterprises in the world engaged in comprehensive precision measuring instruments, Mitutoyo keeps on intensive cultivation in the field of precision measurement and can provide small-scale measuring tools to large-scale measuring instruments. Since the establishment of its overseas sales companies, Mitutoyo Corporation has been expanding its market worldwide, with its sales network covering 80 countries and regions. Mitutoyo Measuring Instruments (Shanghai) Co., Ltd. (hereinafter referred to as Shanghai



Mitutoyo), which is a wholly-owned subsidiary of Mitutoyo Corporation in China, is mainly responsible for the sale of Mitutoyo products in eastern, northern and central China.

The journalist is no stranger to Shanghai Mitutoyo. As early as five years ago, the journalist had interviewed it and wrote and published an article entitled "Perfect Precision in Mitutoyo". 2019 marks the 85th anniversary of the establishment of Mitutoyo Corporation. The company attaches great importance to this return visit, and has made intensive preparations. Mr. Yukihiro Sakata, the Precedency Executive Officer of Mitutoyo Corporation and the Managing Director of Mitutoyo Measuring Instruments (Shanghai) Co., Ltd., has accepted the return visit with pleasure, and the interview was also attended by Mr. Atsushi Yoshizawa, the Assistant Director of Planning Dept., and Yingying Guo, the Subsection Chief of Planning Dept. Mr. Yukihiro Sakata joined Mitutoyo Company in 1981 and has gained rich experience in the past 38 years of service at multiple positions in the Product Design Department, Sales Department, Business & Technology Department successively. Four years ago, he was designated to take charge in China for his extensive experience and leadership. The historical origin of connection between Mitutoyo and China can be traced back to the 1960s. In 1963, Mitutoyo began to sell its products in Shanghai, China, and gradually built up a perfect service network under the security trade control system of Japan. Now it has two incorporated enterprises, a dozen of business quarters and 230 employees in China. "The turnover of Mitutoyo Corporation in 2018 was JPY 130 billion (30% comes from Japan and 70% from overseas). The turnover in Chinese market was JPY 13 billion, accounting for 10% of the total.

Yukihiro Sakata briefed, "Mitutoyo's founding spirit is to contribute to



people's welfare through support of the advancement of Buddhist understanding and to see that Mitutoyo excels in its field of expertise and in its business conduct throughout the world. Our management principles are to contribute to the wellbeing of society through precision measurement technologies. Our corporate motto is good environment, good people, good technique. Our guiding precepts are sincerity, thoughtfulness, determined spirit.

Looking back at the 85-year development of Mitutoyo Corporation, Mr. Yukihiro Sakata recalled, "In 1934, in order to realize the domestic production of micrometers, Mr. Yehan Numata established a research laboratory in Musashi Shinden in Tokyo, and successfully realized this aim in 1936. In 1949, Mitutoyo put homemade





micrometers into production. It began to produce projection-type inspection machines in 1957, Okoshi-system surface roughness testers in 1962, and coordinate measuring machines (CMMs) in 1969. It developed Japan's first contour measuring machine in 1971, introduced the integrated detector hybrid surface roughness & contour tester "CS-5000" in 2000, and launched the high accuracy digimatic micrometer with a minimum resolution of 0.0001 mm in 2011, etc."

Speaking about the new changes of Mitutoyo in China in recent years, Mr. Yukihiro Sakata responded, "Since the Chinese government launched the policy "Made in China 2025" in 2015, the customers are more demanding for efficient and quality development, especially in automobiles, mobile phones, and electronic and electrical products, which are major industries that Mitutoyo keeps supporting. We always believe that high-quality and high-stability measurement products are an important part supporting product quality control of a manufacturing enterprise. China has an increasing demand for measuring equipment



with the rapid development of its manufacturing industry in recent years. It is our duty to provide production assurance for our customers, which also renders us with unlimited business opportunities. Under such circumstances, our sales in China in 2017 and 2018 are favorable, with an annual increase in the sales volume of 20%. We have set up a new product exhibition hall in Dalian. The product exhibition halls in Tianjin and Suzhou are also expanded, and the one in Suzhou has become our largest product



exhibition center in China. Such arrangements will enable our customers to see Mitutoyo's products more closely and experience our equipment first-hand, so that we could learn about customers' new demands more closely and rapidly. In March 2019, to celebrate the opening of our Suzhou exhibition center, we specially planned a two-day event, the customer open day, on which Shanghai Mitutoyo exhibited jointly with related upstream and downstream enterprises (such as enterprises engaged in automation equipment, cutting tools, and production site environment layout), with the theme of providing an integrated quality control system solution covering processing to

measurement, which was well received. In addition, Shanghai Mitutoyo moved to Jinkong Plaza, Lujiazui, Pudong New Area, Shanghai in June 2019 to seek for greater accomplishment.

As for market competition in China, Mr. Yukihiro Sakata said, "Mitutoyo concentrates research and development in Japan, the US and European countries, and manufacturing mainly in Japan. As a comprehensive measuring instruments manufacturer, Mitutoyo has many competitors for various product series. Our major competitors are gathered in China which is progressing toward a manufacturing power. In addition, we are also faced with fierce competition from Chinese local brands. The Mitutoyo headquarters attaches great importance to the Chinese market. I will report customer demands and market information to the headquarters regularly, since the headquarters hopes to get to know the new demands of the Chinese market in no time and provide timely solutions accordingly. We also value the overall satisfaction of customers, so Mitutoyo has set up a service network across different regions of China which is supported by a strong technical service team to guarantee product quality for our customers efficiently with better quality. Employees and products are our most cherished resources. We are proud to have a stable and effective team, competitive products and timely service.

Business management is a soft power for enterprises. Mr. Yukihiro Sakata said, "In terms of business



management, we have inherited the corporate culture of the headquarters and take China's actual conditions into consideration. Most of the employees are interested in Japanese culture, and the company spares no effort to train employees in accomplishment and business etiquette with the development of the times. Every year, we will set aside fund for training, and even invite



professional organizations to our company to give instructions. In 2019, we have made a series of breakthroughs in the overall structure which was a pyramid, with senior and competent veteran staff leading the team forward. However, in the era of Internet, young people as the new force of the company are able to obtain the latest and most comprehensive information, and highly sensitive to perceive the market trend. They are more daring in such aspects. Therefore, the young people are the "driving force" and the company needs to erect and provide a platform to fully mobilize their initiative, while the management personnel are to control the steering wheel. In this way, we will strengthen and expand our company.

Ascend further, were you to look

farther. Mr. Yukihiro Sakata is confident about the future development planning of the company in China. He said, "In the world, 40% of the automobiles and 80% of mobile phones are produced in China. China has become the world's largest manufacturer of automobiles and mobile phones and it is progressing steadily from a major manufacturing country to a manufacturing power. The turnover of Mitutoyo in China accounts for 10% of the group's total, which is still far from enough. We still have huge market space in the future. The industrial transformation and upgrading in China is not limited to processing, and measurement is a necessity. As a world-renowned comprehensive precision measuring manufacturer, Mitutoyo has profound technical basis to provide better measurement solutions for "Made in China 2025", which is also our social responsibility. From the perspective of future development of smart measurement, the era in which our customers manufacture workpieces in the factory and then deliver them to the measurement room has passed, and we have ushered in an era of online real-time measurement. The customers no longer have to go to the measurement room, which requires not only the intelligence of individual measurement products, but also effectively matched robots with communication interconnected, since it is an increasingly urgent need of our customers to improve productivity and production capacity. We can provide a thorough set of measurement solutions.



Mitutoyo has been committed to realizing simple and easy measurement, especially in sensing products and non-contact measurement by providing high-speed, high-precision, long-life and high-protection level measurement products and systems solutions. Moreover, it deals with customer concerns with a strong after-sales service network,



providing one-stop service covering problem diagnosis to quotation, repair and correction. At present, our strategic layout in China has been basically finished and a basic framework has been set up. In the future, the work will be further implemented. Mitutoyo, with a history of 85 years in measurement technology, is striding forward to a century-old enterprise.

Mitutoyo