

美尔森：法雷的未来

overStory 封面故事

# 美尔森：法雷的未来

Mersen: A New Identity to Take on the Future

——专访美尔森集团全球交通行业副总裁 Francois GREA 先生

Interview with Mr. Francois GREA, VP Power Transfer for Rail Vehicles of Mersen Group

今年5月20日，法国卡朋罗兰（CarboneLorraine）集团2010年股东大会正式通过集团更名决议，将卡朋罗兰集团更名为美尔森（Mersen）集团。卡朋罗兰旗下子公司法雷肖马特（Ferraz Shamwut）专业于电气保护领域，进入中国市场以来一直为中国轨道交通为市场提供高品质的、安全可靠且不断创新的产品和解决方案，并有了很高的知名度和认可度。以后，卡朋罗兰旗下的众多品牌都将合并为“美尔森”这个全新的品牌，这次统一品牌和创新品牌的战略实施将为法雷肖马特带来什么？更名后美尔森集团对于轨道交通行业有怎样的市场战略部署和变化？我们专程前往位于上海松江的美尔森电气保护系统（上海）有限公司，采访了美尔森集团全球交通行业副总裁 Francois GREA 先生，一起来了解“美尔森”，这个代表着“法雷肖马特”未来的新品牌。

During the 20 May AGM, shareholders voted for the proposal to change the Group's name to Mersen. The Group is adopting a new name and identity to represent its new profile.

Mersen is a global expert in materials and equipment for extreme environments and in the safety and reliability of electrical equipment. Mersen support the industries as they look to achieve greater power efficiency and meet their needs as they address and anticipate safety concerns. Safety and reliability of electrical equipments are delivered via a unique full basket of fuses and fuse gear for both low and medium voltage, surge protective devices, cooling devices, high-current switches and power transfer for rail vehicles for applications in power electronics, power low voltage distribution, power controls and power transmission and distribution.

The Group is adopting a new name and identity to represent its new profile. Will be this change effect the subsidiaries? Will the brand Ferraz Shawmut still exist? With all these questions, we take a face-to-face interview with Francois GREA, VP Power Transfer For Rail Vehicles.

本刊记者 周辉



美尔森集团全球交通行业副总裁 Francois GREA 先生

时隔一年以后，当我们再次来到位于上海松江的“法雷肖马特”时，她已经和母公司法国“卡朋罗兰”集团一起更名为“美尔森”了。虽然整洁的办公大楼和微笑的员工依然和去年一样，变化的只有大楼顶部和公司前台的“Mersen”标识。但是当我们走进大楼时，还是感觉到了内在的很多变化，这已经不是以前的“法雷肖马特”了。

“卡朋罗兰”有着众多的子公司和不同的产品，一直采用的是个别品牌营销策略，例如其专注于电气保护产品领域的子公司“法雷肖马特”，就以“电气安全保护专家”形象享誉中国轨道交通行业。这次“卡朋罗兰”及其旗下的所有品牌，统一更名为“美尔森”，既是统一品牌策略的实施，又是品牌创新战略的体现。



## “美尔森”，更强的凝聚力

“统一和创新的品牌策略，对于集团公司来说，并不意味着卡朋罗兰的终结，而是一个新的起点，是为实现可持续发展而进行的战略定位。更名后的美尔森集团，仍然是复杂工艺条件下的材料、设备和方案解决专家，以及安全可靠的电气设备专家。我们现在真正地凝聚在美尔森这个大家庭里，今后将为了一个共同的目标而努力。”

“我已经在法雷肖马特工作了将近30年，对于这个品牌有着很深的感情。”在采访的开始，美尔森集团全球交通行业副总裁Francois GREA先生就微笑着如是说。“但是，这次更名是集团公司出于品牌战略的考虑，打造全新的统一品牌形象，增强凝聚力。卡朋罗兰集团由很多子公司组成，有着众多的产品，根据产品状况和市场情况，近百年来都采用个别品牌战略，对各种不同的产品，分别打造不同的品牌。即便是‘卡朋罗兰’这一个名字，在不同的国家也有着不同的叫法。虽然‘卡朋罗兰’旗下的各个品牌都有了一定的知名度，但是这样并不利于打造一个更为著名的国际化品牌。

‘卡朋罗兰’是由两个概念形成的，‘罗兰(Lorraine)’是一个地名，‘卡朋(Carbone)’是碳制品的意思，‘卡朋罗兰’是这两个意思合起来的一个概念。集团公司发展到现在，‘卡朋罗兰’这个名称已经远远不符合现在的业务范围了，碳制品在现在的业务中只占大约20%的比例。我们现在不但涉及到交通、能源、电子、工业等众多领域，而且随着将来的不断收购，这个家庭还会不断壮大。如果还是局限于‘卡朋罗兰’的概念，不论是我们自己，还是我们的客户，都会觉得和我们的实际业务范围不是很符合。

现在卡朋罗兰已经具备了实施统一品牌策略的条件。我们的众多子公司和产品在市场上都保持着领先地位，集团公司已经获得了很好

的信誉，统一品牌下属的各种产品也具有相同的质量水平，不会影响统一品牌的信誉。我们在采取统一品牌策略的同时，还采取了品牌创新策略，重新设计了‘美尔森’这一全新的品牌。这个全新品牌将涵盖我们所有业务范围，不论以后怎样扩充和发展，都将发展壮大“美尔森”这个品牌。虽然更名之初会艰苦一点，需要投入大量的宣传和整合的费用，但随着时间的推移和大家的努力，我们统一和创新品牌策略的优势就会渐渐体现出来。尽管我对‘法雷肖马特’有着很深的感情，但也觉得这一品牌策略将给我们带来巨大回报。今后，我们将真正地凝聚在一个大家庭里，增强团队精神，大家拧成一股绳，合力为‘美尔森’贡献。”

谈到“Mersen”这个名字的由来，Francois GREA先生风趣地说：“现在我们的名字比以前短了很多，很容



易记住,而且以最简洁的方式传递着一种精神状态。这个名字,也可以看成是‘材料Material’、‘电力Electrical’、‘研究Research’、‘服务Sustainable’、‘能源Energy’等词汇的缩写。而且在‘Mersen’这个词,在各种语言中几乎都是同样的发音,两个音节一方面在信任、坚固和掌控等语意之间建立了平衡;另一方面也在能源、活力和大胆之间建立了平衡。‘Mersen’这个名称是受到法国数学家、哲学家和物理学家马林·梅森(Marin Mersenne, 1588—1648)名字的启发。马林·梅森是笛卡尔的朋友,帕斯卡和托里切利的联络人,他在做着自己的理论研究和实践工作的同时,建立起第一个科学信息交流网络。梅森思想开放,为人正直,举止低调,但为技术进步做出了巨大的贡献,是那个时代最先进思想的代表,并且

影响深远。梅森的这些人格特征,也是以前的‘卡朋罗兰’和以后的‘美尔森’所认可并将一直保持的企业品格和价值。

从5月20日更名以来,我们很开心,也逐渐没有了顾虑,因为我们的业务并没有受到影响,客户也很认可我们这个新名字。在刚刚结束的2010年德国柏林轨道交通展览会上,集团公司有一个非常漂亮的展台,我们以‘美尔森’的形象出现在业界面前,旗下众多公司和产品,都以‘美尔森’这个统一的品牌来宣传。我们统一成了真正意义上的一个大家庭,大家今后将为了共同的目标而努力。从这几个月的工作情况来看,集团公司更名的利是远远大于弊的。”

## “美尔森”,更多的专注力

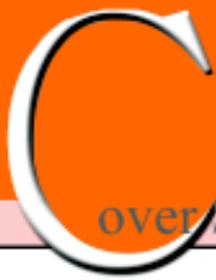
“统一和创新的品牌策略,可以更好地展示我们的所长和不同。我们会继续保持我们的传统,凭借‘美尔森’在高性能材料和电力设施可靠性和安全性方面的专长,设计创新符合客户需求的解决方案,继续帮助轨道交通领域的客户优化工作效率,向着‘即专业又综合’的方向发展。”

美尔森一直最为关注交通、能源、电子、化学/医药、过程工业等领域的应用,轨道交通更是重中之重。

Francois GREA先生说:“大力发展轨道交通,是中国政府充分扩大内需,拉动经济发展的有效手段。作为绿色交通体系最重要的组成部分,发展轨道交通也可以缓解交通拥挤,有效解决其他运输方式带来的环境污染问题,以应对全球能源危机。随着中国政府在基础设施上的更大投资,在未来几年里中国的轨道交通将平稳的发展。行业的发展,需要不断创新的产品和技术来支撑。”

无论是在干线铁路还是城市轨道交通领域,要推进技术装备现代化,安全永远都是首先需要首要考虑的问题。对于担负轨道交通运输任务





的机车车辆来说，将发生的意外故障扼杀在摇篮里，将故障损失降到最低，是确保行车安全的重中之重。机车车辆上的电气保护装置尤为重要，其性能的可靠性和稳定性在某种程度上直接关系到人身和设备的安全。

美尔森依靠其优异的产品质量和超强的新产品研发能力获得了全球市场用户的广泛应用和信赖，成为了各大铁路主机厂的电气保护设备供应商。国际知名的阿尔斯通、西门子、庞巴迪一直都是美尔森合作伙伴，美尔森的产品和服务得到他们认可，并与他们保持了长期默契的合作。随着我国轨道交通行业的发展，技术水平也在不断提高。国内车辆厂对电气保护装置产品的认知也在加强，并提出了更高的要求。美尔森愿意给中国用户提供更多帮助，一起开拓这个市场，解决碰到的各种问题。

“目前在中国轨道交通领域，随着经济技术发展的日新月异，美尔森在轨道交通市场上形成几大成熟的产品系列：直流熔断器、第三轨受流器（CCD）、接地回流装置（ERCU）、车顶熔断器箱等。我们有着丰富的经验，先进的技术，努力的团队，不断地变化来适应中国快速发展的需求。我们将更加努力，继续保持这个领导地位，继续配合国内车辆厂创新产品、保证产品质量和供货期。”

今年，美尔森又取得了十几个轨道交通项目。

更名后的美尔森，在行业划分上也做了战略性的调整，从轨道交通扩展到整个交通领域，在产品研发上也做了相应新产品设计和研发工作，这也是美尔森在这个行业不断持续的投入。

## “美尔森”，旺盛的生命力

“统一和创新的策略，可以更好地彰显美尔森探索和创新的个性特征。通过与客户以及各类研究人员建立长期合作伙伴关系，在自己专业的领域不断精益求精。我们希望展现我们创业者、专家和先锋的形象，拥有创业精神，鼓励自主创新。美尔森将继续保持全球化的战略，本地化的运作。”

为了更加贴近客户并作出快速反应，美尔森在全球各地都成功建立了工厂和销售网络。中国市场的迅速发展使得美尔森的亚太市场布局一直围绕中国展开。美尔森不断在中国建设新的工厂，可以看做是中国发展战略的不断深化。

2004年，法日合资的法雷日之出电气保护系统（上海）有限公司在上海成立，法雷开始全面进军中国。2007年，昆山法雷机电有限公司在江苏昆山成立，针对轨道交通市场产品成立了专门生产线。2009年，法雷在中国的业务经过完善整合，法雷日之出、昆山法雷和法雷中国市场部全面合并，成立了法雷肖马特电气保护系统（上海）有限公司，进驻松江工业园区。从此法雷电路保护、散热保护、电力互联三大业务领域将立足上海，并在中国全面展开。

美尔森的客户市场在中国，美尔森的合作伙伴也在

中国，美尔森在中国建立生产、市场、销售、采购、服务等强大团队，可以更好适应中国市场的发展，快速响应中国客户的需求。可以在保证质量的前提下，大大地缩短供货周期。

目前，美尔森所有产品的设计还在法国总部。国内生产执行严格的质量控制程序，在美尔森法国技术部门共同参与的情况下实行分步骤的部件国产化率，并在国内组装产品，待法国检验通过后，授权批量生产。当时机成熟时，美尔森会考虑在国内建立自己的设计队伍，以实现最大限度的国产化，来满足我国客户日益增加的国产化要求。

美尔森做出这一系列的举措，也是为了向用户更好地证明，美尔森决定长期驻扎中国，与中国的发展并进。

Francois GREA先生说：“为了解决国内用户快速供

货的需求,美尔森还会不断加强本土化的进程,在国内发展下游供应商。目前我们国内的车辆厂不仅为中国市场服务,也开始随着自身技术的提高而拓展海外市场,我们会全力支持他们去占领中国以及全球的市场。我们也会帮助西门子、庞巴迪、阿尔斯通等外资厂商在中国的合作项目,以及拓展相应的其他全球市场。因为美尔森立足中国,放眼全球,所以我们对国内的供应商要求非常高,严格控制在美尔森的质量体系要求之下。我们对未来几年的发展有相当明确的目标,美尔森中国不仅仅为中国市场服务,更为整个亚洲,甚至欧洲市场服务。

因为世界在不断地变化,我们要适应世界,也要不断地变化。美尔森不断追求卓越和进步,追求最大的客户满意度。以前的卡朋罗兰持续了100年,我希望美尔森也能持续100年甚至更长的时间。

要想保持企业的生命力,美尔森认为最重要的是对于人力资源的投资。什么是未来唯一可以依赖而又取之

不尽的资源?人、人的知识、人的创造力,这是我们最重要的资本。因此,员工是美尔森的核心资本。尊重员工和人尽其才,是集团成长的前提条件和保证。我在法雷肖马特工作了这么长时间,看到公司在发展过程中失去了一些很重要的人才。但是,我们也留住了更多更重要的人才,因为我们的员工热爱我们的公司,热爱我们的工作,热爱我们的产品,所以我们才能组成一个强大的团队,更好的为美尔森的发展迈出坚实的步伐。在美尔森这个多元化的大家庭中,语言和文化的多样性也成为我们的可贵财富,发挥着巨大的作用。”

美尔森掌握多种专业技能,从这里释放出一种能量,而美尔森将要不断发挥这种能量来创新并满足客户的需求。在采访的最后,Francois GREA先生总结说:“美尔森将运用我们的经验、我们的技术,我们的产品,更好的致力于为中国轨道交通事业的发展做出更多的贡献。”我们知道,这不是一句空话,这是美尔森将继续努力去实现的目标。 **轨**





美尔森：法雷的未来

overStory 封面故事

# Mersen, A New Identity to Take on the Future

— Interview with Mr. Francois GREA, VP Power Transfer for Rail Vehicles of Mersen Group

By Journalist ZhouHui



Mr. Francois GREA, VP Power Transfer for Rail Vehicles of Mersen

Time flies, it is one year since I visited Ferraz Shawmut (Now is Mersen) last time. Though everything keeps the same as before except the new Logo inside and outside the office building-Mersen, what I feel deeply is that Ferraz Shawmut changes gradually.

## “Mersen”, stronger cohesion force

This name change will thus focus teams' energy on a common project. It will also help Mersen to pursue its aim of being recognized as a leading industrial player in all its markets (energy, transportation, electronics, chemicals/pharmaceuticals and process industries) and particularly in alternative energies.

Although at the beginning of the name change is very hard and requires a lot of promotion and integration cost, but as time passes and everybody's efforts, the benefits of unifying and innovation will soon appear. Although I have deep feelings about “Ferraz Shawmut”, the brand strategy will still give us a great deal of return. From now on, we will truly unite in a big family, and enhance team spirit and work together for the contribution towards Mermen.

Speaking the name “Mersen”, Francois GREA said, “I have been working in Mersen for about 30

years, and I have deep feelings about the brand”, Francois GREA smiled.

The Group has been pursuing a strategy based on four growth drivers, i.e. sustainable development, Asia, selective acquisitions and innovation.

This strategy is predicated on an international industrial and commercial network that has recently been bolstered by new plants employing the latest technologies.

At the heart of this transformation, the Group’s teams have strengthened their culture of expertise and developed dedicated solutions to stay even more closely in.

The name “Mersen” is able to represent a set of values while being concise. It reflects the words Material, Electrical, Research, Sustainability, Energy. It is pronounced almost identically in all languages. The two syllables convey a balance between confidence, stability and control on one hand, and energy, drive and boldness on the other.

After changing name, there is no affect on our business and the customers recognize the new name “Mersen”. We have truly unified into a big family, everyone will make their efforts in achieving a common goal.

### “Mersen”, More Concentrated

“We are changing our identity to convey who we are and to emphasize what makes us unique. Mersen wishes to share its extensive expertise in high performance equipment, safety and reliability of electrical installations with its customers. Mersen designs innovative solutions to address its clients’ specific needs to enable them to optimize their manufacturing process in sectors such as according to Ernest Totino, ‘Mersen’ materializes the corporate project of a Group firmly on course to become a key player in sustainable development.”

“Mersen” always focused on the application including Transportation, Energy, Electronics, Chemical/pharmaceutical and process industries, the railway transportation is the most important. Mr. Francois GREA said, “Focused highly on developing railway transportation is needed by the Chinese government’s expanding domestic demand,

stimulating the economic development and dealing with the economic crisis. As the most important part of Low-carbon transport system, developing railway can alleviate the traffic congestion, effectively solve the environmental pollution problems brought by other means of transport in order to response to the global energy crisis. As the Chinese government invests more in the infrastructure, in the next few years the Chinese rail transportation will maintain a stable development. The development of the industry requires constant support from innovated products and technologies.”

For many years Mersen win trustworthiness from vast customers by its leading technology and service in different applications. Its success in transportation market is proved by the extensive application and customers’ acceptance. With good quality and strong ability in innovation, Mersen won the recognition of large OEMS of railway. Long term cooperation and friendship have been built between Mersen and its partners including Alstom, Siemens, and Bombardier. In China, Mersen is highly recognized by CNR, CSR and their sub-manufacturers, and considered as their best partners. Mersen holds a team based in Shanghai and serves the whole China. With the rapid economic and technological development, traction market is changing rapidly. Domestic vehicle factory’s recognition to the product of electricity protective equipment is becoming stronger and stronger. In addition, they offer higher requirements. “Mersen” is willing to give the users in China more help and exploit this market together.

Facing harsh and unpredictable market, Mersen has always been leading the trend of the times in this market. Products of Mersen for traction and railway market are: DC fuse, Current-collector device (CCD), Earth-returning current unit (ERCU), continues to cooperate with domestic vehicle factories to produce new product and guarantee the quality and supply time of product.

This year, Mersen get more than ten traffic projects.

Mersen has done strategic adjustment in terms of the industry grouping after renaming its name. The adjustments are that it is extended from railway transport to the whole



transportation and in the aspects of R&D of the products, the design and R&D of corresponding new products have also been done, which is also a continued investment of Mersen in the industry.

### “Mersen”, Higher development ability

“Our new corporate identity is rooted in its historical values. Mersen has expertise, curiosity and an ability to innovate as its dominant genes, and a human touch, reliability, a local approach right around the world and responsibility as its core values.”

Mersen is successfully developing a global manufacturing and sales network to offer reactivity and local support to its customers. The repaid development of Chinese market makes the market layout of Asia-Pacific Market develops surrounding China all the time. Mersen builds new factories contently, which is regarded as the consent deepening of China development strategy.

In 2004 JV Ferraz Hinode was founded in Shanghai, and that was the cornerstone of Mersen’s development in China. In 2007 Ferraz Shawmut (Kunshan) was founded in Kunshan, Jiangsu, and Mersen had dedicated product lines for traction market. In 2009, Mersen’s businesses in China are integrated. We have business lines and product lines of Ferraz Hinode (Shanghai) and Ferraz Shawmut (Kunshan) all together into this new facility in Songjiang Industrial Zone. From Then on, Mersen’s Circuit Protection, Thermal Management and Power Interconnection businesses start to have further faster development based in Shanghai. This integration is far more than just putting together several product lines. It means that we will have better coordination between business units and functions. It means a new stage for Mersen’s development in China.

All the efforts done by “Mersen” are to deeply ensure the customers that the customers market of “Mersen” is in China, the partnerships of “Mersen” are in China, “Mersen” establishes production, marketing, sales, purchasing, services and other strong teams to adapt the development of the Chinese market.

Mr. Francois GREA said, “In order to address the needs of rapid delivery of the domestic users, Mersen will continue to strengthen the process of localization and develop downstream suppliers in the country. Mersen will keep the whole world in view based on China. We will not only support the domestic vehicle plants to occupy Chinese and the global market but also will help the cooperation projects of Alstom, Siemens, and Bombardier in China and expand other corresponding global markets. We have high requirements for the domestic suppliers and strictly control them under the requirements of our quality control system. We have very clear objectives for the development of the next few years. Mersen not only serves for Chinese market, but also the whole Asian market and even Europe markets.”

As the world is constantly changing, we have to change also. Mersen is constantly striving for excellence and progress and pursuing maximum customer satisfaction.

To maintain the vitality of enterprises, Mersen thinks the most important thing is the investment in human resources. What is the only source of inexhaustible energy we can rely on for the future? People, their knowledge and creativity are our primary asset and resource. Mersen’s core asset is its personnel. We believe the Group’s growth depends on respecting people and allowing them to thrive. Our employees love our company, love our work and love our products, so we can form a strong team and have a solid step for the development of Mersen. In the diverse bid family of Mersen, its employees’ language and cultural diversity are valuable assets, which plays a great role.

This strategy is predicated on an international industrial and commercial network that has recently been bolstered by new plants employing the latest technologies. the end of the interview, Mr. Francois GREA concludes, “Mersen will use our experience, our technology, our products to make more contributions to the development of Chinese railway transport”. We know that this is not claptrap, but what we are trying to do. **轨**