



垂直综合企业CMT，
员工逾1万人。
CMT, a vertically
integrated company,
has a workforce of
more than 10,000
people.

插入照片: CMT 董事
总经理François Woo
Inset: François Woo,
managing director CMT

CMT 臻于至善 Obsessed With Quality

Compagnie Mauricienne de Textile Ltée (CMT) 是毛里求斯的大型、杰出纺织及成衣企业之一。企业于1986年由 Louis Lai Fat Fur 及 François Woo 成立，起初只是一所聘有20名员工的缝纫公司；时至今日，企业聘有超过1万名员工，亦已发展为一所全面的垂直综合制造商，蔚为亚撒哈拉地区具有规模、发展蓬勃的企业之一。

“我们多年来的使命，均是成为毛里求斯的纺织业中枢，以及员工可靠的雇主。”董事总经理 Woo 表示：“企业多年来不断强化我们的信念及投资策略。我们订立了雄心勃勃的目标，亦致力培育员工臻于至善的精神。截至2006至07财政年度底，CMT录得1.436亿欧元的营业额，纯利达至3,100万欧元。我们的纺纱厂表现极为出色，生产效率高达99.7%。作为行业领导者，我们不但深感自豪，亦有幸得以屡次接待多位政界名人参观厂房，向他们展示成功的毛里求斯纺织企业。”

毛里求斯的CMT以
垂直综合、现代化
纺织设施生产男、
女性及儿童衣物。

*Mauritius-based CMT
produces garments for
men, women and children
in a vertically integrated,
modern textile facility.*

《亚洲纺织世界》特别报告
Textile World Asia Special Report

企业信念

“商业以金钱挂帅。”Woo表示：“但我的个人挑战，亦包括为员工提供工作以外，让他们感到安全。我们致力预防各个厂房发生意外，工业安全是所有管理人员的大问题。”

CMT为一所垂直综合的纺织企业，业务广及纺纱、针织至成衣制造等范畴。纺纱厂的运作产能甚为理想，近乎完美的

表现，甚至能让CMT预早为客户储存纱线存货。虽然如此，企业的目标仍然是致力追求完善，尤其是专注发展各种天然及人造纤维的针织品。这种高效、卓越的生产表现，正是企业毋须经过中介人，可以直接向零售商销售的主因。CMT现时的营业额，包括女装60%、男装30至35%，其余为童装。

专注创意

CMT对产品的创意甚为重视，Woo表示这主要源自客户的推动：“我们与客户紧密合作，以发展新产品，现时主要着眼于便装，而非运动服。要于便服这个敏感的市场取得理想成绩，我们必须具有克服困境的能力。CMT员工的士气甚为高昂，我们不断从运动方面取经。”

“我的家庭观念十分浓厚。”Woo说：“我妻子亦于CMT工作，而三名孩子也决定将来投身公司。老实说，我们从没有对他们施加任何压力。”

市场大势

CMT 的产品百分百外销—95%欧洲、5%美国。Woo 认为现时的市场形势相当严峻：“我们现正处于十字路口，面对着各种困难：油价高涨、金融危机，再加上食物危机。除了纺织品及成衣商品外，市场上所有商品的售价均有所上扬。人们现时首要关注的是生活，因而只好减少开支；当中可节省的，自然是购买衣物的花费。竞争者因而唯有致力争取订单。我相信这情况将会再持续2至3年，期间有些公司能继续营运，有些则必须倒闭。我确信我们能支持下来，因为我们拥有出色的员工，愿意为未来努力。”

纺纱典范

“非洲出产的棉花素质甚高，”Woo说：“但数年前，区内并无任何企业能生产增值产品。为了享受进入美国的免税优惠，我们必须自置纱厂。时至今日，我们甚至能为更高增值的商品进行产品发展的工作。”

CMT的纱厂内设32,400部一般的环锭纺纱机、36,000部气流喷射纺纱机，以及少量Vortex纺纱机。厂房每天的平均产量，达41,000公斤各种不同支数的纱线，全部均用作厂内针织衣服的生产。至于布料染色部门的产能约为每天60吨，而纱线染色的产量则达每天6至7吨。另外，平针及圆型针织部门每天的产量为60吨。以如此产量为本，CMT有能力生产各类男、女及童装的剪裁与缝合平针织物，包括基本T-恤、有领运动恤，以至专为个别品牌缝制的精细时装及修饰服饰等。

Compagnie Mauricienne de Textile Ltée (CMT) is one of the largest and most successful textile and apparel companies in Mauritius. It all began in 1986 when Louis Lai Fat Fur and François Woo started the business as a sewing company with 20 employees. Today, the workforce has grown to more than 10,000 employees in a fully vertically integrated company, known to be among the largest and most progressive in the Sub-Saharan region.

“The very essence of our mission statement composed decades ago was to become a hub for the textile industry as well as a reliable employer for this country,” said Woo, a managing director. “The company’s philosophy and investment strategy has been steadily reinforced over the years. We have ambitious goals and nurture a bold spirit in our people to reach for the best. As per the end of the fiscal year 2006-07, CMT recorded a turnover of 143.6 million euros, with a profit of 31 million euros. We are running an excellent spinning plant with an efficiency of 99.7 percent. As the leader in the industry, we feel proud and have the distinct privilege to frequently welcome the visit of numerous statesmen in our facilities to discover a successful Mauritian textile company.”

Values

“Money matters in business,” Woo said. “But it’s also my personal challenge to provide to our people not only a working place but also a feeling of security. We have to do everything to prevent accidents in our different working premises. Security is the big challenge for management.”

CMT is vertically integrated from spinning to knitting up to garment manufacturing. The spinning mill runs at an excellent efficiency rate. And with such near-perfection performance, CMT can even afford to keep a stock of yarn for its customers. The goal, however, is to constantly strive for quality, with specialization in knitwear of all types of natural and man-made fibers. These are the kinds of production setups that are required to effectively and efficiently sell directly to the retailer without going through any agent. Currently, the market mix served by CMT is shared among ladieswear with 60 percent, menswear with 30 to 35 percent, and the remainder in children’s wear.

Creativity

CMT is putting a lot of effort into creativity, which Woo says is driven by the customer. “We are working very



CMT
的纱厂设计精密·员工
脚踏轮滑鞋工作·
The layout of CMT's spinning
mill is well-organized, and
employees work wearing roller skates.

CMT的纺纱厂房水平之高，让人叹为观止。厂房的设计甚为严谨，员工踏着轮滑鞋工作。“原因很简单，”首席执行官Anubhava K. Katiyar表示：“纺纱厂的面积相当大，工人以轮滑鞋来回可以节省大量时间。工人入职时的培训课程，不但包括机器的操作，也必须学习轮滑技巧。纱厂内员工的优雅及敏捷表现，叫人大为赞赏。厂房内所有设备均为立达的最先进纺纱机器，我们早于2003年计划兴建纱厂时，便已订购立达的设备，主要原因是他们的设备具备新科技、灵活易用，而且售后服务良好。”

瑞士的优质设备及服务

“购置机器之外，”Katiyar说：“我们亦要求设备供货商提供卓越的服务。我们深信厂内置有的，是市场上最优质的设备；而供货商的服务亦达一流水平，例如能够即时供应我们所需的零件。我们分析过市场情况，肯定享有瑞士的最高素质。我们专注的是高档市场，所以必须具备顶级的机械。立达认同我们在卓越质量、稳妥可靠及准时交货方面的承诺。要为高档客户服务，便不容有失，并且必须经常保持最佳的质量及弹性。我们致胜的主因，在于能融会各种机器零件，灵活加以运用。”

使用了这些设备4年之久，Katiyar的经验及感觉如何？“非常好。”他说：“我们没有任合不满。设备的科技、售后服务及专业水平，完全合乎我们的期望，我们百分之百感到满意。我们曾将设备与其它产品比较，发觉仍是立达最适合我们。”

“CMT要成为客户的一站式供货商，”Woo表示：“我们希望为客户供应全线的成衣

often in close collaboration with our customers to develop new products with a movement toward more casual-wear than sportswear,” he said. “To be active in this delicate sector means to be able to survive in hard times too. At CMT, we have a very good team spirit; we have learned a lot from sports.

“I’m a very family-oriented man,” Woo said. “My wife is also working at CMT, and we have three children. All of them are dedicated to working one day in our business, and, frankly speaking, we didn’t push them to do so.”

Market Situation

CMT exports 100 percent of its production — 95 percent to Europe and 5 percent to the United States. Woo sees the current market situation to be very tough. “Today we are at the crossroads. We have a lot of challenges: the soaring oil prices, the financial crisis, but also the food crisis. In all markets, prices are going up, but not those for textile and apparel products. To survive is the top priority for the people; therefore, they have less money to spend and, as a result, reduce their budget for clothing. Competitors are fighting very hard to get the orders, and I’m sure this situation will continue for the next two to three years. Many companies will disappear, some will survive. I am convinced that we will survive. We have the right people with a commitment to the future.”

Showcase Spinning

“Africa is producing a very good cotton quality,” Woo said, “but nobody was able to produce value-added products some years ago in this region. To benefit from duty-free access to the United States, we had to build our own spinning plant. And today we even carry out product development for even higher value added.”

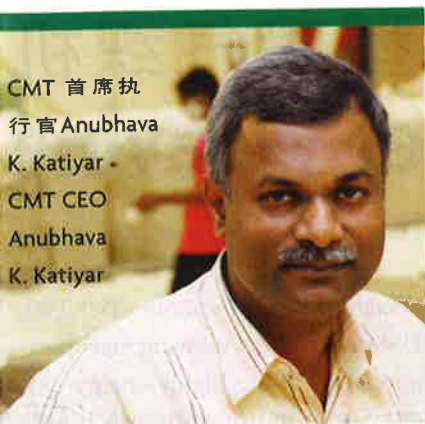
CMT’s spinning mill comprises 32,400 regular ring spindles and 36,000 compact ring spindles as well as some Vortex spindles. The average daily production is 41,000 kilograms of yarn in different counts. All of the yarn produced is used for the in-house production of knitwear. The capacity of the fabric-dyeing section is some 60 tons per day, and in yarn-dyeing, 6 to 7 tons of dyed yarns are produced every day. The flat and circular knitting department produces 60 tons per day. Using this production, CMT manufactures a wide range of cut and sewn jersey wear for ladies, men and children. Products range from basic T-shirts and polo and rugby shirts to more intricately sewn fashion garments with embellishments for private labels only.

A walk through the spinning section of CMT is breathtaking. The spinning mill is of a very high standard. The layout is well-organized, and employees work wearing roller skates. “The reason is very simple,” said Anubhava K. Katiyar, CEO. “The spinning mill is quite large, and we save a lot of time if our people are working on roller skates. Their induction and training includes not only to master the machines but also to master the roller skates. It is amazing to see how elegant and fast everybody is moving in this very special spinning mill. The whole spinning area is equipped with the latest Rieter spinning machinery. We ordered the machines in 2003 when we planned to start our own spinning. The production is running since 2004 to our entire satisfaction. The major reasons for choosing Rieter machinery are technology, flexibility and service.”

Swiss Quality And Service

“To buy the machines is one thing,” Katiyar said, “but one also needs an excellent service from the machinery

supplier. We are convinced we have the best machinery existing on the market, and the service is absolutely top-class. If we need something, we get the spare parts immediately. After we analyzed the situation, I can say that the service provided to us is Swiss quality at its best. We are working in the high-end segment, and we can only afford to have the best machines. Rieter shares our commitment to quality, reliability and delivery on time. If you work with high-end customers, you have no room for failure; you



CMT 首席执行官 Anubhava K. Katiyar - CMT CEO Anubhava K. Katiyar

must be top and flexible. It is the blend of all machinery components that makes the secret of our success."

After working four years with these machines, how is Katiyar's experience and impression? "Excellent," he said. "We have no complaints. We enjoy technology, service and professionalism at 100 percent, and our expectations are completely fulfilled. We did a lot of comparative work, and after all, Rieter is still the best for us."

"CMT wants to be the one-stop shop for our customers," Woo said. "We want to supply the whole range of garments for our customers, and other than being vertically integrated in the supply chain, we also have our own embellishment plants for printing, embroidery and hand-embellishments. Today, we are extremely fast and capable to produce every order in

10 to 14 days. This commitment is part of our vision to be a top-class partner for the customer."

Market Changes

Compared to the market requirements five years ago, the biggest difference today is a faster delivery time. "Five years ago, orders with a delivery time of three months were business as usual," Woo said. "Today, the markets are more demanding than ever, and delivery times of two weeks after the placement of the order are quite common.

"I think [the reason CMT is considered a leader in its business sector is] the flexibility and vertical integration of our setup in the entire production processes," Woo said. "We are able to deliver 300 samples a day. However, we don't want to be a so-called leader; We want to be the number one for our customers. What is an entrepreneur without his customers? Nothing. If the customers are happy, we are happy too. On top of that, with the 100-percent vertical integration, we keep full control on the quality of our products — this is very important to being successful as a high-end producer.

"We can't keep our position in the markets; we have to earn it every day," Woo continued. "I always tell our people that I'm not the one who pays them their salaries, but rather our customers. Mauritius is an expensive place. Indeed, three times more than India. We have no chance than to stay in the high-end market. We have to import all raw materials. This is a lot of money, but if you are a serious supplier, the customer is willing to pay a little bit more. We are the largest vertically integrated enterprise in the whole Sub-Saharan and have a vision that points to the future: The main objective must always be customer satisfaction." **TWAsia**

产品；此外，除了作为供应链内的垂直综合制造商外，我们亦于印花、刺绣及人手装饰方面设有加工厂。我们现时有能力高速地进行生产，甚至能在10至14日内完成订单，这反映了我们要成为客户最佳合作伙伴的信念及决心。”

市场变化

今日市场的要求，与5年前最大的分别在于交货时间大为短促。“5年前，业内一般的交货期为签订单后3个月。”Woo解释说：“但现时市场的要求极高，常见的做法是签订单后两星期便须送货。

“我想（CMT能成为业界龙头企业的原因）是我们整个生产程序相当灵活，而且厂房亦以垂直综合的营运形式设计。”Woo表示：“我们有能力在一天内送出300件货版。不过，我们的目标不是成为业内所谓的领导企业，而是成为客户眼中首要的合作伙伴。缺乏客户支持的企业，又怎可称之为企业家呢？尽量让客户感到满意，是我们的任务。此外，具备百分之百的垂直综合厂房，让我们可以全盘控制产品的质量——这是生产高档商品不能或缺的条件。

“我们在市场上的地位，并非一朝建成，而是靠每天耕耘而来。”Woo表示：“我也经常提醒员工，付他们工资的不是我，是客户。毛里求斯的生活指数相当高，是印度的三倍；所以唯一的方法是进踞高档市场。我们必须进口所有原材料，中间的成本非常高昂；不过，客户仍是愿意多付一点予认真严谨的供货商。我们是整个亚撒哈拉地区内最大型的垂直综合企业。发展未来是我们的焦点，因此必须重点关注客户的满意程度。” **TWAsia**