

MAN Showcases Solutions for Mobility of Tomorrow at Busworld



This was the second time that Truck & Bus News was invited by MAN Truck & Bus Malaysia to witness its new developments at the recent Busworld 2017 exhibition in the Belgian city of Kortrijk.

The state-of-the-art city buses, inter-city buses and touring coaches – vehicles that would form the foundation of the mobility of tomorrow – were exhibited by MAN and Neoplan. Taking centre stage was the new MAN Lion's Coach that made its official debut.

Its stand in Hall 2 saw quite a crowd gathered, reflecting the strong interest and priority of the visitors towards the products and solutions that MAN introduced.

First appearance in public eye: new MAN Lion's Coach

The new MAN Lion's Coach celebrated its world premiere at the fair under the motto 'Im Zeichen des Löwen' ('inspired by the lion'). The new Lion's Coach didn't just win people over with its modern yet timeless design, but also its economic efficiency.

The 13-metre long (13,091mm), two-axle vehicle offers up to six more spaces than its 12-metre cousin. It is equipped with a 6-cylinder diesel engine D2676 LOH with 460hp (338kW) and the 12-gear MAN TipMatic automatic gearbox with Easy-Start assistance.

When it comes to safety, with the components of high-tensile steel and patented pipe-in-pipe technology for the roll bar, the new touring coach complies with the ECE R66.02 safety standard and could absorb 50 per cent more impact energy in a crash. The LED main headlights and taillights ensure safety and efficiency as do the numerous assistance systems such as the LGS (Lane Guard System) with haptic warning feedback, advanced emergency braking system (EBA), light and rain sensors, topography-based cruise control MAN EfficientCruise, which includes EfficientRoll 'rolling function', and MAN AttentionGuard. There is also a fire-extinguishing system in the engine compartment.

Anyone boarding this touring coach would see that the interior is designed with the highest standards of attractiveness and efficiency. For example, an LED light strip runs around the ceiling area to illuminate it in a 'warm white' tone. In general, MAN

曼亮相欧洲世界客车博览会 展示“未来移动解决方案”

这是第二次《卡车新闻》受曼商用车马来西亚有限公司之邀，前往比利时科特赖克市（Kortrijk）的2017年世界客车博览会（Busworld），见证该公司的最新发展。

曼展出了旗下曼和尼奥普兰（Neoplan）品牌的新型城市客车、城际长途客车和旅游客车，展现了未来出行的基础。本次展出的亮点是首次亮相的曼恩新型Lion 长途客车。

在曼的2号厅总是充满人潮，反映了访客对曼所介绍的产品的强大兴趣和重视。

“惊鸿”亮相：曼全新的Lion's 客车

曼展台上的亮点是新型的Lion's 客车，“Im Zeichen des Löwen”（“灵感来自狮子”），在展会上庆祝其世界首秀。曼新型Lion 客车赢得人们的喜爱不仅仅是其现代、恒久的设计感，还有其卓越的经济效益。

双轴13米（13,091毫米）的车身比其它12米客车可多提供6个座位的空间；配备460马力（338千瓦）的6缸柴油发动机D2676 LOH，Easy-Start 起停辅助的12挡曼恩TipMatic自动变速箱。

在安全性方面，新型Lion's 客车符合ECE R66.02的安全标准，并且其高强度钢组件和独有的管中管技术能够在碰撞中吸收50%以上的冲击力。LED主灯和尾灯也确保了安全性和效率。另外，其他辅助系统也保证了安全性，如具有触觉警告反馈的LGS（车道防护系统）、先进的紧急制动系统（EBA）、光和雨传感器、地形巡航控制 MAN EfficientCruise，其中包括EfficientRoll “滚



动功能”和曼AttentionGuard。曼Lion's 客车在发动机舱内还设有灭火系统。

登上Lion's 客车，参观者会立即被优秀的设计和效率所吸引。“暖白色”天花板区域的LED灯条、明亮、清新的色彩、十足的空间感、不锈钢扶手和轨道，所有这些都使得曼Lion's 客车愈发高雅。

全能王：曼Lion's 城际客车

曼Lion's 城际客车完美解决了城市、城际和校车运输的相关问题。曼Lion's 城际客车的“Intercity Xtra Lite”型号拥有多达63个座位，提供市场标准的校车设计，为乘客提供了充足的空间。尽管空间感十足，却具有非常好的机动性。

在安全性方面，曼Lion's 城际客车也同样引领潮流——它是市场上最安全的城际客车之一。符合ECE R66.02标准的防侧翻能力、先进的紧急制动系统（EBA）和其他许多辅助系统。6缸柴油发动机提供的290马力（213千瓦）动力、门开启和关闭都会发出声音警告，确保城际和校车的乘客能够安全地上下车。门内置的液压升降机，使有移动障碍的乘客尽可能舒适地上下车。

降低排放的完美设计：曼Lion's 城市混合动力

多年来，曼一直是城市客车动力系统研究的推动者，最大程度地降低公共交通的尾气排放。2010年，曼推出曼Lion's 城市混合动力客车，具有低排放量特点，每辆混合动力客车每年使用燃料减少达30%，这意味着比常规发动机每年减少26吨的二氧化碳排放。本次展会，曼Lion's 城市混合动力客车也同时亮相。

focused on using bright, fresh colours and creating a generous sense of space. Handholds and rails in stainless steel also ensure the exhibition bus would make an elegant impression.

An all-rounder: MAN Lion's Intercity

The MAN Lion's Intercity is seen as the ideal solution for city, intercity and school bus transport. With up to 63 seats, the 'Intercity Xtra Lite' variant of the Lion's Intercity offers a market-standard school bus design with abundant space for passengers, and despite this fantastic amount of space, it also impresses with its 'excellent' manoeuvrability.

In safety, MAN says its Lion's Intercity comes out on top of the competition – it is hailed as the safest intercity bus in the market. This is due to its roll-over resistance in accordance with ECE R66.02, the advanced emergency braking system (EBA) and other assistance systems. It is driven by a 290hp (213kW) 6-cylinder diesel engine. An acoustic warning signal sounds when the doors open or close, and ensures that intercity and school bus passengers could board and alight safely. The hydraulic lift built into door 2 demonstrates how people with limited mobility could be transported with no problems, and how their boarding and alighting could be made as comfortable as possible.

Perfectly engineered for lower emissions: MAN Lion's City Hybrid

For many years, MAN was a driving force behind research into alternative drive systems in city buses, with the aim of reducing emissions in local public transport to an absolute minimum. MAN has offered a particularly low-emission city bus since 2010 in the Lion's City Hybrid, with each hybrid bus using up to 30 per cent less fuel per year. That means up to 26 tonnes of carbon dioxide (CO₂) fewer per year than with conventional engines. Since hybrid technology would continue to make a significant contribution to reducing emissions in the future, MAN also exhibited a Lion's City Hybrid at busworld.

Among other things, the 11,980mm-long vehicle has wide inward-swinging doors with optical and acoustic door-closing warnings, a kneeling function, space for a wheelchair or pram, and electronically controlled air suspension (ECAS). LEDs are used for interior lighting, taillights and daytime running lights, and the highest level of safety is ensured by the electronic stability program (ESP), light and rain sensors, tyre pressure monitoring for all axles and further assistance systems.

5000 buses in 50 years: Neoplan Skyliner

2017 is seen as a banner year for the Neoplan Skyliner. The double-decker touring coach's success story began 50 years ago and the 5000th Neoplan Skyliner was delivered at the show. Visitors could experience the luxurious double-decker with some custom modifications by MAN Bus Modification Center. Alongside a lounge on the lower deck, there are four tables and a modern L-shaped kitchen, an Info-



Neoplan Skyliner



MAN Lion's Intercity



Neoplan Tourliner

tainment system and a vacuum toilet similar to that on an airplane. Experts from the Bus Modification Center, who carried out special customer requests for MAN and Neoplan public transit and touring vehicles, were on hand to give advice on ideas for furnishings, custom refinements, innovative multimedia solutions and luxurious on-board kitchens.

The Neoplan Skyliner's new interior colour and trim concept, which focuses on bright, fresh colours, also caught the eye. All told, 76 passengers could be comfortably seated in this luxury bus. A good journey is ensured by a 500hp (368kW) diesel engine, 12-gear MAN TipMatic automatic gearbox with intarder and Easy-Start assistance, and the electronically controlled CDS shock absorbers.

Five emergency-exit panes on the upper deck form a nearly continuous glass ceiling, providing plenty of natural light. Safety is maintained by the Lane Guard System (LGS) with haptic warning feedback, advanced emergency braking system (EBA), adaptive cruise control (ACC), MAN AttentionGuard, a smoke alarm in the luggage storage compartment and fire-extinguishing system in the engine compartment.

Entering premium segment: Neoplan Tourliner

Also on display was a new member of the Neoplan family in the new Tourliner. Featuring a high level of travel comfort, modern technology, economical solutions and a demanding and aerodynamic design, with the displayed 2+1 VIP seating, the Neoplan Tourliner is accessible to a new segment of the market. With 30 luxurious seats, it enables new business models, such as business travel.

The vehicle exhibited at the fair was equipped with, among other things, rearview and driver's-perspective cameras, which make steering the bus as safe and simple as possible even in narrow inner city areas or in carparks. A pleasant driving experience is ensured by a 6-cylinder, 420hp (309kW) diesel engine and the 12-gear MAN TipMatic automatic gearbox. In safety, the Tourliner's smoke-detection system, which is fitted in the luggage compartment and on the main control panel, would detect even a smouldering fire – without it having to give off much heat. On top of that, a whole array of cutting-edge driver assistance systems ensures that both driver and passengers are always safe while travelling. The premium coach is also fitted with an anti-theft device, and to allow passengers to use their notebooks, tablets or smartphones during a journey, all seats are equipped with USB ports.

Test drives on outdoor grounds

Also available was an outdoor test drive session. A MAN Lion's City CNG, the new Neoplan Tourliner C (13,103mm with two axles) and Neoplan Skyliner Interurban were available for test drives for those with a class 2 licence. There was also a new MAN Lion's Coach C (13,091mm long with two axles). This vehicle, specified for use in France, was fitted with a lift, extended podiums, a toilet cubicle, and seating for a maximum of 59 passengers.

此外，这辆11,980米车长的客车，装配了较宽的向内摆动门（配有光学和声学闭门警告），超低地台，为轮椅或婴儿车留出了空间，以及电子控制空气悬架（ECAS）。它采用LED照明作为内饰灯、尾灯和日间行车灯、电子稳定程序（ESP）、光雨传感器、轮胎压力监测和其他辅助系统保障其最高的安全水平。

50年5000辆：尼奥普兰 (Neoplan) Skyliner

2017年是尼奥普兰Skyliner标志性的一年。双层旅游客车的成功故事始于50年前，第5000辆尼奥普兰Skyliner在2017年世界客车博览会上交付。参观者能够体验由曼客车改造中心进行定制的豪华双层客舱。除了下甲板的休息室，还有四张桌子和一个现代化的L形厨房、一个信息娱乐系统和一架类似于飞机上的真空厕所。

尼奥普兰Skyliner崭新的内饰颜色和剪裁理念，侧重于明亮、清新的色彩，也同样吸引眼球。这辆车可以容纳76名乘客、具备500马力（368千瓦）的柴油发动机、12挡曼TipMatic自动变速箱、带有内置和Easy-Start启动辅助功能、以及电控CDS减震器以确保最完美的旅程。

上甲板的五个紧急出口窗形成几乎连续的玻璃天花板，提供充足的自然光线。尤其是通过触觉警告反馈的车道防卫系统（LGS）、先进的紧急制动系统（EBA）、自适应巡航控制（ACC）、曼AttentionGuard、行李箱内的烟雾报警器和发动机舱内的灭火系统等确保极佳的安全性。

挺进高端市场：尼奥普兰 (Neoplan) Tourliner

尼奥普兰家族的新成员Tourliner也在本次展会展出，具有高水平的旅行舒适度、科技感、经济性能和符合空气动力学的设计。拥有2+1 VIP座位和30个豪华座位，可实现商务旅行的新型商业模式。

该车配备了后视和司机透视摄像头，使得驾驶更加安全和简单，即使在狭窄的城市区域或停车场。6缸，420马力（309千瓦）的柴油发动机和12挡曼TipMatic自动变速箱确保了舒适的驾驶体验。安全性方面也堪称完美，安装在行李箱和主控制面板上的烟雾检测系统即使遭遇大火，也不会散发出大量的热量，一些领先的辅助系统也确保了驾驶员和乘客在旅行时的安全性，高级客车还配有防盗装置。另外乘客在任何时候都可以使用笔记本电脑、平板电脑或智能手机，所有座位均配有USB接口。

户外场地的试驾活动

在室外区域，持有2级驾照的参观者能够试驾曼Lion's City CNG和尼奥普兰Tourliner C客车（双轴，车身13,103毫米）。感兴趣的参观者可以仔细品鉴曼新型Lion's Coach C客车（双轴，车身13,091毫米）。这辆将用于法国的客车配备了升降梯、伸展台和洗手间，拥有59个座位。



MAN Innovations and Sales on Track 曼的卡客车创新与销售步上轨道

A company that builds a culture of innovation is on the path of growth, and MAN is certainly such a company.

At a glance of its booth in Hall 2 at the Busworld Kortrijk 2017, one could see how innovations took place and were at work in MAN. Not only from the five buses and the latest Euro 6 engine that the company displayed, but also the comprehensive consultancy services regarding alternative power sources, financing and service. In short, it was the innovation that took centre stage. This was further confirmed when Truck & Bus News talked to Rudi Kuchta, Senior Vice President, Product & Sales Bus and Heiko Haumer, Vice President, Head of Sales Bus Region at the show.

"This year, the main highlight is the official world premiere for our new MAN Lion's Coach that features a more rigid skeleton, new driveline and new MAN design language. A higher level of economy is achieved through the optimised moving-off and gear-shift strategy together with several assistance systems and improvement in maintenance as well as 20 per cent improvement in aerodynamics. We also showcase our next level of Euro 6 engine with 10 per cent reduction in fuel consumption. The production has started and it is available from now on," Kuchta said.

Equally important, he continued, was the Neoplan Skyliner. "The world's first double-decker touring coach - Neoplan Skyliner - was rolled out in 1967 and today we are celebrating its 50th anniversary. The seventh generation has been continuing the success story since 2012, with 5,000 units sold throughout the world to date." Alongside of the display of the Neoplan Skyliner were the MAN Lion's City Hybrid and Neoplan Tourliner.



Rudi Kuchta, Senior Vice President, Product & Sales Bus,
MAN Truck & Bus AG



The Neoplan Skyliner offers substantial comfort on two levels

家建立创新
文化的公司
将 迈 向 成
长，而曼商用车股份公
司（简称为“曼”）显
然是这样的一家公司。





Heiko Haumer, Vice President, Head of Sales Bus Region, MAN Truck & Bus AG

一瞥2017年世界客车博览会（Busworld Kortrijk）的2号展厅，就可以看到曼如何创新。该公司不仅展出五辆巴士和最新的欧6引擎，还提供替代动力能源，融资等综合咨询服务。创新是该展会的焦点。当《卡客车新闻》和该公司产品及巴士销售高级副总裁库赫达（Rudi Kuchta），以及巴

士部门主管，副总裁哈尔蒙（Heiko Haumer）进行交谈时，更进一步确认这项事实。

库赫达表示：“今年的主要亮点是我们全球首发的全新曼Lion's长途巴士，它强调一体式车身，全新传动系统和曼的设计语言。它通过优化换挡策略和数字辅助系统，改善20%空气动力学和维修成本。我们也展示全新一代的欧6引擎，让耗油量下降10%，我们从即日起开始提供这些功能。”

他继续说，同样重要的产品是Neoplan Skyliner。“世界第



MAN Neoplan Skyliner - max. 11 m³ of luggage space

“Next year, we will launch our new range of city buses for diesel, gas and electric mobility in the IAA Commercial Vehicles show. Apart from new bus models that are not launched so often, it is an important launch for us as it is in conjunction with the celebration of our 75 years of experience in gas buses,” he added. Besides the extensive range of services for buses and coaches, Kutchta stressed that the company's transportation solutions were tailored to meet individual needs.

The products displayed at the show were all compliant with Euro 6. However, he said the company had products that were also compliant with Euro 3, 4 and 5. For emerging markets or countries that imposed higher import duty for complete bus, it offered chassis solutions.

Bus Modification Centre

“We have centralised our production sites. Currently, we have two production sites; one for coaches in Turkey and another in Poland for city buses. In Germany, we have a small Bus Modification Centre (BMC) that offers a comprehensive range of tailor-made equipment options for bus interior, inclusive seat clusters, on-board kitchen, bathroom and toilet, special lighting design, storage variations and on-board entertainment.”

Among the major bus manufacturers in the world, only MAN has its own BMC, which shows the high level of emphasis the company places on the ‘personal touch’ approach in meeting the customers' specific requirements. “The BMC is mainly to support our own bus brands and vans. However, BMC is also available to provide modification services for other brands as well,” he added.

In line with the company's focus that is set firmly on the future and creating real added value for the business of its customers, Kutchta said the RIO operating system was developed and launched in IAA Commercial Vehicles 2016.

RIO is said to bundle digital solutions for the transportation and logistics industry that encompasses vehicles manufactured by competitors as well as a variety of telematics platforms. Feeds into the system come from trucks, trailers, drivers and logistics centres and are pooled with real time traffic, weather and navigation data to provide users with concrete recommendations regarding routes,



In visual terms the new Neoplan Tourliner is clearly a member of the Neoplan family

timetables, loading schedules and a host of other functions.

“The market response for RIO is encouraging. Currently, we are in the process of defining what sort of data we want as well as working closely with customers to find out the optimum benefits for them as each customer has different requirements.”

He pointed out that the RIO box was now included in all brand new MAN Euro 6 standard truck series in Europe. The retrofit option is available for all other trucks and brands as long as they are equipped with a standard FMS-interface in Europe. RIO would also be available for buses in the future.

“In line with electric mobility, we have set up a new department called transport solutions. There will be another set of data that need to be analysed such as the optimum battery loading and management,” he added.

Sales up 30 per cent

Talking about sales performance, he revealed that MAN's global sales were up 30 per cent in the last 3 years, which was in line with the company's growth strategy.

“Europe is our main market and our sales in the other parts of the world are increasing. Our chassis business in South Africa accounts for nearly 40 per cent of the market. Morocco is worth mentioning as they started buying complete Tourliner bus from us compared to only chassis in the past. Next year, we would like to increase our sales in Hong Kong, Philippines, Malaysia and Indonesia,” said Haumer.

A more detailed breakdown from Kutcha revealed

展会上所展示的产品全都符合欧6标准。然而，他表示，该公司产品也符合欧3、4和5。在新兴市场或高进口关税的国家，他们提供底盘解决方案。

巴士改装中心

“我们将生产基地集中在一起。目前我们有两个生产基地，分别为土耳其的长途巴士制造中心和波兰城市巴士制造中心。“在德国，我们拥有一个小型巴士改装中心（BMC），为巴士内部提供订制配备，包括座椅、内置厨房、浴室和卫生间，特殊照明设计，库存系统和车上娱乐系统。”

在全球各大巴士制造商中，只有曼拥有自己的



USB flash drive ports at the seats in the Neoplan Tourliner

一辆Neoplan Skyliner双层长途巴士于1967年推出，今天我们庆祝成立50周年。第七代自2012年推介以来一直持续取得成功，迄今为止在世界各地销售5,000台。”

除了展出Neoplan Skyliner，还有曼Lion's City Hybrid和Neoplan Tourliner。

他补充：“我们将在明年的IAA商用车展上推出我们全新柴油、汽油和电动车款。由于我们不经常推出新巴士车款，所以这对我们来说是个重要的推介礼，因为明年正好配合我们欢庆曼在天然气巴士的75年经验。”

除了为巴士和客车提供广泛的服务之外，库赫达强调，公司的交通解决方案也是为了满足个人需求而量身定做的。

巴士改装中心，这凸显公司高度重视客户的需求，为他们提供“个性化”的服务。

他补充：“巴士改装中心主要是为了支持我们自己的巴士和货车品牌。然而，BMC也为其他品牌提供服务。”

库赫达表示，为了配合公司对未来的关注以及为客户创造真正的附加价值，他们开发了RIO操作系统，并已经在2016年IAA商用车推介。

据说，RIO收集了运输和物流行业的数位解决方

案，包括竞争对手制造的车辆以及各项远程讯息处理平台。注入该系统的资料来自于卡车，拖车，司机和物流中心，并与实际交通，天气和导航数据汇集在一起，为用户提供有关路线，时间表，装载时间表和其他功能的具体建议。

“RIO的市场反应令人鼓舞。目前，我们正在定义自己想要的数据类型，并与客户展开密切合作，为每个客户提供不同需求，为他们找到最佳收益。

他指出，目前欧洲所有全新的曼欧6标准卡车系列都使用RIO系统。所有卡车和品牌，只要标配欧洲车队管理系统（FMS）接口，都能加以改装使用。未来，RIO也将用在巴士上。

他补充：“为了配合电动交通工具，我们也成立了一个全新的部门，称为交通解决方案。我们还需要进行一些数据分析，比如最佳的电池装载和管理。”

销售额增加30%

谈到销售业绩，他透露，在过去的三年里，曼的全球销售额增长30%，与公司的发展战略一致。

哈尔蒙表示：“欧洲是我们的主要市场，我们在世界各地的销售正在增长。我们在南非的底盘业务占了近40%的市占率。摩洛哥更是值得一提，从过去只购买底盘，转而开始向我们购买完整的Tourliner巴士。明年，我们想要提高在香港、菲律宾、马来西亚和印尼的销售额。”

库赫达的详细分析，显示了该公司在德国国内市场占有一席之地。“我们是西班牙的领导品牌，其次是法国，意大利，东欧以及波罗的海地区国家。我们将运送140辆巴士到提比里斯，乔治亚，并且与沙乌地阿拉伯签署了240辆完整城市巴士合约，这些巴士将来自荷兰。在未来三年里，我们也将运送400辆巴士到突尼西亚。我们在南非是市场领导者，因为我们在那里设有工厂。东南亚的新加坡仍然是我们最重要的市场。当然这都取决于投标活动。新加坡美食巴士以曼A69底盘为基础，为人们在享受美食的同时，提供愉快的城市观光体验，这非常成功。当然，香港也很重要。”

库赫达表示，曼想要开发的市场是墨西哥、南美洲、俄罗斯及非洲中部，这些市场需求高品质的巴士。印度也是他们想要进军的市场之一，目前，公司正在研究适合渗透该市场的产品。

“我们也正在观望澳洲和纽西兰。”哈尔蒙补充。

库赫达高兴地宣布，该公司正在实现销售目标，销量从去年的6,126辆增长到今年的6,400辆，增长了5%。

that the company had a stronghold in the home market, Germany. “We are the leader in Spain, followed by France, Italy, Eastern Europe such as the Baltic countries. We delivered 140 buses to Tbilisi, Georgia, signed a deal with Saudi Arabia for the city of Rio for 240 complete city buses from Holland, and will be delivering 400 buses to Tunisia in the next 3 years. We are quite successful and a market leader in South Africa as we have a factory there. As for Southeast Asia, Singapore is still our most important market with thousands of land buses; of course that will depend on tenders. The Singapore Gourmet Bus based on the MAN A69 chassis that offers space for pleasurable city sightseeing while enjoying culinary delights is very successful. Hong Kong is also important.”

The markets that MAN would like to develop, Kutcha said, would be Mexico, South America, Russia and Central Africa where there was a demand for high quality buses. Also in the pipeline was India, where the company was currently looking at products that were suitable to penetrate the market.

“We are also looking at Australia and New Zealand,” added Haumer.

Kutcha was pleased to announce that the company was meeting its sales targets, with a 5-per cent increase in volume, from last year 6,126 buses to this year's 6,400.

Defined Strategy for each market

In marketing strategy, Haumer confirmed that the company had a defined strategy for each market. He said it had a complete range of products, for instance, city buses from small to large with several heights and specification to meet the different market requirements. “Even in a small area in Europe, we need several products for the respective markets. Outside Europe, as far as local contents are concerned, our first approach is to bring all the parts from Europe. We will localise the contents as much as we can when we have developed up to a certain level.”

For emerging markets in particular, Haumer continued, MAN could be a strong partner due to product locali-

sation and the company could bring new technologies and knowledge to these markets.

As to whether MAN faced competition from the Chinese brands, Kutcha said it was not easy for the Chinese brands to penetrate the European market. Though they had improved a lot in quality and image, there was still a gap in technology, especially in engines. Chinese manufacturers were quite experienced in electric mobility.

“We have to see how they enter the market. The Chinese manufacturers have a big advantage because of the big subvention from the state and we have to be on our own. For us, entering the China market is difficult. We have 70 body builders worldwide and we focus on 5 to 10 body builders. For instance, we work very closely with the Chinese body builder King Long in Hong Kong and Gemilang in Malaysia for our chassis business. Thus, for the emerging market, the strategy is to find the synergy and work together.”

Haumer added that Chinese brands were a challenge for the company. However, he said the bus market itself was big enough and China was a potential market. He revealed that MAN was working closely with a Chinese body builder and was looking at extending the partnership with this company. He added that hopefully in the next 6 to 7 months, MAN could announce the details.

Greater Potential Growth in city and intercity bus segment

Which bus segment has the greater potential for growth? Haumer replied that the city and intercity bus segments would experience rapid and significant growth due to the fast development of cities across the world. In emerging economies, rapid urbanisation led to unprecedented private motorisation but there was a growing recognition that investing in urban transport could help mitigate the negative impacts of motorisation.

“The trend is moving towards bigger buses, from 12-metre buses in the past to 18-metre or double decker buses. Also in demand are articulated buses with higher capacity, faster



MAN Lion's Coach C – a 13,091 mm long two-axle coach

loading/unloading as well as more space for passengers and wheelchairs compared to conventional buses,” he continued.

Comparing bus travel with budget flights, Huamer said a coach ride was more exciting and efficient for certain destinations such as those that were less than 1,000km away. Furthermore, today's coach operators were more willing to invest in quality and ideas.

To improve the bus and coach passenger experience, Kutcha said safety and comfort in travelling was important. For example, the electronic suspension system that adapted to the speed to ensure comfort and the security system such as automated brake system and GPS to reduce the stress on the driver. Quiet, clean, bigger windows for a nice view, good ventilation and air-condition system to ensure fresh air, higher roof, lighting to create a welcoming atmosphere, less emission and the USB charging port and Wi-Fi connection would give buses the much needed boost.

“Another important aspect is image. We need to change the perception that only those with no other choice – the ‘losers’ of society – ride the bus. The best way to banish bus stigma is to make the service more attractive; of course this includes the involvement of authorities and investment,” Kutcha added.

Future Plan

Moving forward, Huamer said the company was looking at how to stabilise its market share. He pointed out that MAN would like to continue its growth in the global market, with a slight sales improvement in the European market and continuing its emphasis in the Asian market.

库赫达表示，中国品牌要渗透欧洲市场并不容易。虽然中国品牌的质量和形象有了很大的提升，但是在技术上还存有差距，尤其在引擎方面。然而，中国制造商在电动汽车方面则颇有经验。

“我们必须观察他们如何进入市场。他们获得国家政府的大量资助，我们却必须靠自己。对我们而言，进入中国市场非常困难。我们在全球与70家卡车车身制造商合作，我们专注于其中的5至10个。例如，在底盘业务方面，我们和香港车身制造商金龙 (King Long) 和马来西亚的Gemilang合作。因此，我们在新兴市场的策略就是找到协同合作伙伴。”



MAN Lion's Coach C – The driver's cab has been overhauled in terms of ergonomics and practicality and has been given a modern appearance

明确的各别市场战略

在行销策略方面，哈尔蒙确认说，曼将针对每个市场制订明确的战略。他说，该公司有一个完整的产品系列，包括从小型到大型的城市巴士，具有多种不同的规格，以满足各别市场需求。

“即使在欧洲的一个小地方，我们也需要针对各个市场开发不同的产品。在欧洲以外地区，我们也必须考虑到当地需求，第一个方法是从欧洲引进所有零件。当我们发展到一定的水平时，我们会尽可能地将产品在地化。”

哈尔蒙继续说，特别是新兴市场，曼的产品在地化，使曼可以成为强大的合作伙伴，为这些市场带来新技术和知识。

询及曼是否正面临中国品牌的竞争时，

哈尔蒙补充，虽然中国品牌对公司而言是一个挑战。不过，他表示巴士本身的市场足够庞大，而中国是其中一个潜在的市场。他透露，曼正在与一家中国车身制造商合作，并寻求扩大合作关系。他补充，希望在未来的6到7个月内，曼可以公布相关细节。

城市和城际巴士市场潜力增长

哪一个巴士领域拥有更大的发展潜力？哈尔蒙回答说，由于世界各地城市的快速发展，城市

和城际公共巴士将经历快速而显著的增长。在新兴经济体中，快速的城市化导致更多人拥有私家车，但是，人们了解投资在公共巴士系统，有助于减轻私人拥车所带来的负面影响。

他表示：“这种趋势让市场趋向于更大型的巴士，从过去的12米发展到现在的18米或双层巴士。另外，接驳巴士拥有较高的装载量。与传统巴士相比，这类型的巴士具有更多容量，人们可以更快地上下车，以及具有更宽敞的乘客和轮椅空间。”

哈尔蒙表示，对于一些距离不到1,000公里的地方，搭乘长途旅游巴士比廉价航班更有效率。更何况，现在的长途巴士营运商更愿意投资在提升巴士的品质上。

为了改善乘客体验，库赫达透露，旅程中的安全和舒适非常重要。例如，电子悬架系统、自动刹车系统、全球定位系统（GPS）等安全系统，可减轻驾驶员的压力。安静，干净，更大的窗户让视野开阔，通风良好的空调系统保证新鲜空气，更高的车顶，适当的照明营造出温馨的氛围，还有减少排放。此外，USB充电接口和无线网络连接，都可以协助提升公共巴士的需求。

库赫达表示：“另一个重要的因素是形象。我们需要改变这样的看法，那就是只有那些没有选择的人-社会的‘输家’才乘坐公共巴士。消除公共巴士污名最好的方法是让服务更具吸引力。当然这需要政府部门的投资与参与。”

未来计划

未来，哈尔蒙表示，该公司正在考虑如何稳定其市占率。他指出，曼希望在全球市场继续保持增长，如今，欧洲市场的销售略有改善，该公司将继续专注亚洲市场。

“以前我们只是提供产品，但今天的我们是完整方案供应商。除去产品，我们还提供融资、保险、完整的售后服务、维修保养配套，以及数位化，为客户提供他们所需要的相关数据，如耗油量，车辆追踪和维修提醒等等。”

库赫达也透露说，城市巴士是公司电动巴士的重点。它的第一辆12米电动巴士，预计2019年在城市中运行，到了2019年底，该公司将推出一系列的电动巴士。虽然有关电动巴士的谈论很多，但他表示，符合欧6标准的车辆碳排放良好，他相信柴油的未来依然会充满活力。

他在总结时表示：“在巴西的危机之后，全球巴士市场将平均微增3%至2020年。俄罗斯和印度的增长将会快一些，欧洲和中国则稳定增长。巴士市场将或多或少保持稳定，不过市场的各个部分会出现变化，高端市场的成长可能稍微高一点，而低端市场则会可能比较低。2020年将成为欧洲电动交通工具的转折点，因为将有许多大城市开始进行招标活动。”

“We only offer buses in the past but today, we are a total solutions provider. Besides products, we offer financing, insurance, complete after-sales service, repair and maintenance packages, digitalisation whereby we provide our customer the relevant data that they require such as fuel consumption, vehicle tracking, service reminders, just to name a few.”

Kutch also revealed that for the electric bus, the company's focus was on the city bus. Its first electric 12-metre bus was expected to run in the city in 2019 and by the end of 2019, the company would roll out a series of electric buses. Although there were more talks on electric mobility, he said Euro 6-compliant vehicles had good emissions and he still believed that diesel had a vibrant future.

“The global bus market will grow slightly at an average rate of 3 per cent up to 2020 after the Brazil's crisis. Russia and India will grow a bit faster; Europe and China will grow stably. The market will be more or less stable with changes in the respective segments; that in the premium market being slightly higher and the lower market is probably lower. In Europe, 2020 will be a tipping point for electric mobility with many tenders from the big cities,” he concluded.



MAN Lion's City Hybrid - a 11,980 mm long two-axle city bus