

"Creativity and Contribution" - Our Corporate Creed

“创造 贡献” 是我们的立社之本

—— Interview with Mr. Hayashi Shigeaki, President of CASIO (CHINA) CO., LTD

—— 访卡西欧（中国）贸易有限公司总经理林成彬先生

□本刊记者：彭彦钧 刘新洁

林成彬先生喜欢中国文化，尤其是老子哲学对他的影响非常深，“上善若水，顺其自然”是他信奉的人生哲学，他认为水利万物而不争，人也应该有此境界，因此无论是在生活中还是在企业的日常管理上，林成彬先生都在用实际行动来践行他的这一人生哲学。在中国工作、生活多年，林成彬先生对中日两国经济和文化都有了更深刻的理解。

作为较早进入中国市场发展的外资企业，卡西欧一直“坚持利益共享 履行社会责任”的原则，不仅与代理商、消费者、员工实现利益共享，而且热心公益，关注和关爱社会弱势群体，尤其关注中国的教育事业。迄今为止已经成功举办了30年的电子键盘大赛，为中国的音乐事业培养了很多的人才以及音乐的爱好者。同时，卡西欧在众多大学里面也设立了奖学金，支持大学的各种比赛，例如演讲比赛、数学竞赛等。在力所能及的范围内，在中国市场发展事业的同时，卡西欧积极履行着作为企业所应承担的社会责任。2014年9月，以帮助中国农村缺乏良好教育环境、没有教育条件的适龄儿童为宗旨的公益活动——卡西欧“我的梦想背包”正式启动，到目前已经有数百名儿童受益。近日在接受《中国经济信息》杂志社记者的采访中，卡西欧（中国）贸易有限公司董事总经理林成彬先生和本刊记者分享了卡西欧在中国市场“从0到1”的成功发展故事。

《中国经济信息》：“我的梦想背包”是贵司近年开始的一个关爱贫困地区适龄儿童教育的公益活动，到目前为止，这一活动一共举办了几年？还将会举办多少期？受益的适龄儿童



约有多少人？是什么样的机遇促使贵司举办这一公益活动的？

林成彬先生：目前为止已经走过6站，安徽、云南、贵州、湖南、江苏、四川，大概有约900名儿童受益。我们的最终目的是可以走遍全中国，可能需要花费几年甚至更长的时间，但是坚持是非常重要的。

开始这个公益活动主要是因为，公司的经营理念是“创造 贡献”，希望可以给消费者提供有价值的、创新的商品和服务，相应的我们也应该对当地的社会做出贡献。我们的初衷就是希望开展一个不掺杂商业利益的、纯粹的公益活动，带着对社会的一种责任，开始了这样的一个活动，希望中国的用户可以认可卡西欧。

现在有很多的代理商、媒体都希望和我们共同去做这个有意义的活动，希望我们所做的点点滴滴可以带动社会上的其他企业，去传递一种正能量。

《中国经济信息》：作为电子产品领域的全球著名公司，卡西欧公司在全球此领域的影响是毋庸置疑的，您认为哪些因素和品质构成了贵司在全球电子产品领域的领导者地位？

林成彬先生：最重要的是卡西欧优秀的技术力，能把优质的产品提供给用户。其次就是创新，创造出新的商品和新的价值，从0到1去创造新的商品，这也是卡西欧的DNA。

卡西欧不仅有优秀的技术力量，现在我们也开始以年轻化、有趣的为方向，开发适合年轻人的时尚产品，目前已经有如TR、G-SHOCK等比较人气产品了。

《中国经济信息》：从上世纪80年代初期开始，贵司开始在中国市场发展，到目前三十多年的发展历程，卡西欧良好的品牌形象已经深入到中国的千家万户，您认为取得这样的成绩的原因是什么？

林成彬先生：首先，我们公司与其他日企相比，

是比较早进入中国市场的，我们最初是以铁臂阿童木作为代表形象被中国消费者记住的。30多年前我们还在上海电视台举办了“卡西欧杯”家庭卡拉OK大奖赛，这也为卡西欧的形象奠定了一定的基础。

其次，进入中国市场后，用户也是非常重要的。我觉得用户分为两部分，一部分是代理商，一部分是消费者，与他们的沟通与交流是非常重要的。

对于代理商，我们每年都会把重要的代理商聚集在一起，以理事会的方式，面对面的对市场政策、活动进行深入的交流沟通，让双方能互相了解、达成共识，也是我们成功的因素之一。

中国市场的变化是非常迅速的，我们卡西欧也必须能够快速应对，来适应快速变化的市场环境。举例来说，现在消费者的购物习惯正在迅速的由线下

转换到线上，为了应对这一变化，我们改变方针，快速的开启线上销售。在2011年开设了天猫旗舰店，2013年我们又启动了官方商城，正是因为我们能够快速应对市场环境的变化，才能让卡西欧在激烈的市场竞争中保有一席之地。

同时，针对中国整体的市场我们还进行了战略性的变化，在刚开始进入中国市场时，卡西欧是各产品事业部各自为战。从2003年开始我们逐步把各个品类聚集成整体，成立了卡西欧上海。到2014年实现整合，成立了卡西欧中国，不仅加强了各个产品事业部的沟通合作，也能更好的共同来面对中国市场环境的变化。

《中国经济信息》：卡西欧旗下都有哪些品牌和产品，在各自领域的市场占有率是怎样的？

林成彬先生：具体的份额我们不太方便透露，但是可以取几个例子来进行说明。首先，在电子乐器这个领域，卡西欧是TOP3的品牌之一，我们的「PRIVIA」系列在消费者中是非常有人气的。

其次，在卡片式数码相机中，以自拍为主要功能的TR系列相机，



在用户的心里也是独占鳌头的。

另外在 10 年前，有众多包括中国、台湾地区等的品牌都在研发、销售电子辞典，经过非常激烈的市场竞争，目前卡西欧成为硕果仅存的几个品牌之一，并且还占据了非常高的市场份额。

当初日本国内很多品牌都生产销售计算器，比如佳能、夏普、卡西欧等，但是如今日本国内说到计算器，大部分的消费者一定会说卡西欧，这点与电子辞典在中国市场的经历很相似。

《中国经济信息》：能否透露从进入中国市场到目前为止，卡西欧在中国市场销售的产品数量？最受中国市场欢迎的是哪些产品？相对于其他公司，这些产品具备哪些优势？

林成彬先生：比如在手表领域里面的 G-SHOCK 因其独有的功能，是其他手表品牌目前还无法赶超的。与其他的品牌的差别化，也是我们创造新领域的一个重要环节。

数码相机里的自拍神器 TR 系列，在卡片机里面也是与众不同、独树一帜的。

而投影仪在中国的份额，虽然与欧美市场相比还是比较小的，但是也正在逐步受到代理商和用户的认可。因为卡西欧率先采用了 LED 和激光的混合光源，购买后不需要换灯泡，既环保也节约了成本。我们的便携式以及超短焦距的投影机，有非常有市场前景，相信将会有很大的提升空间。

《中国经济信息》：企业文化是卡西欧非常看重的一个方面，我们注意到不论是在日本总部还是中国，卡西欧的管理都是非常人性化的，您能透露一些贵司在企业文化和管理方面的独特之处吗？

林成彬先生：我们一直强调人材的重要性，因为人是企业的根本。我们会通过“轮岗”的方式，让员工去挑战不同部门、不同的工作内容。同时，公司也非常重视员工的福利，只有员工能安心的工作，公



司才能更好的发展。

同时，团队是企业的核心，我们要求员工要加强“报联相”，希望可以更好的进行横向、纵向的沟通与信息分享，使得部门之间、员工之间的思想、步调、方向一致。

《中国经济信息》：您认为中国市场和卡西欧在世界范围内的其他市场有何不同？未来对中国这片市场有哪些长远的战略规划？

林成彬先生：中国的市场变化非常快，特别是网络销售的增长速度是非常惊人的，所以我们需要加快我们的脚步，通过大数据和概念整合来制定策略、研发产品，从而跟上市场变化的步伐。

我们希望做到线上线下能更好的联动、均衡发展。建立线下体验、线上购买的消费购买模式，同时，我们也会帮助代理商进行销售模式的调整，由线下一模式转为线上线下联合模式，现阶段已经有很多的代理商成功的增加了线上销售店铺。卡西欧始终认为，只有代理商发展了，公司才能得到更长足的进步。

《中国经济信息》：您个人平时生活中有哪些爱好？最喜欢哪本书？最执着的事业是什么？

林成彬先生：我年轻的时候喜欢看孔子的书，比如《论语》。现在随身携带的、经常翻看的是老子的《道德经》。最喜欢书中的“上善若水”这句话，表达了一切顺其自然，为人处事要低调的一个概念。

我平时喜欢打太极。太极不仅是一种运动，更是一种文化、思想。从运动来说他是武术的一种，通过与身体的对话，了解自身的状况。从文化来说，他是中国文化的一种根基，讲究的是以柔制刚的思想，展现了外柔内刚的态度。

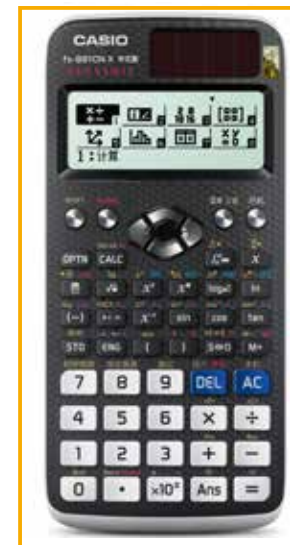
由于我在日本和中国生活、工作的时间最长，对这两个国家和他们的文化比较了解，所以我希望在工作和生活中可以起到一个桥梁的作用，促进两国之间的民间友好往来。



Mr. Hayashi Shigeaki enjoys the Chinese culture quite much, esp. Laozi Philosophy has profound impact on him: "As perfect as water, let nature take its own course" is just the life philosophy that he believes in; according to him, water benefits universe for no gain, which ream that the mind of human beings shall reach. No matter in life or corporate routine management, Shigeaki has been practicing this life philosophy via his practical action. Living and working in China for multiple years, he has achieved increasingly thorough understanding in both Chinese and Japanese economy and culture.

As a foreign enterprise developing in China quite early, CASIO has been adhering to the principle - "Uphold Benefit Sharing, Perform Social Duties": not only fulfill the benefit sharing with agents, consumers and employees, but also hold public spirit, concern and care social vulnerable groups, esp. the Chinese education cause. So far, Casio has successfully held 30 years of electronic keyboard contests, established scholarship and supported various university contests, e.g. speech contests and maths contests, etc. Within its power, Casio, while developing its cause in the Chinese market, has been performing its social duties as an enterprise. In November, 2014, Casio "My Dream Backpack" - the public welfare activity with the tenet "Help the school age children lacking favorable education environment and condition in the Chinese countryside" was initiated officially, and has already benefited hundreds of children so far. Recently, during the interview by the Magazine "Chinese Economic Information", Mr. Hayashi Shigeaki, the Director President of CASIO (CHINA) CO., LTD, shares Casio's successful development story "From 0 To 1" in the Chinese market with Multinationals in China.

Chinese Economic Information: "My Dream Backpack" is a public welfare activity that your



company initiated to care the education of school age children in poverty-stricken areas, but how many times has this activity been held so far? How many more times will it be held later? How many school age children have benefited from it approximately? What opportunity triggered your company to hold such a public welfare activity?

Mr. Hayashi Shigeaki: So far it has gone over 6 stations: Anhui, Yunnan, Guizhou, Hunan, Jiangsu and Sichuan, and has benefited about 900 children. Our final objective is to cover the whole China, and will possibly cost several years or even longer, but the perseverance is quite significant.

The reason to initiate this public welfare activity is mainly because we hold the corporate creed of "creativity and contribution" hope

to provide the consumers with valuable and innovative commodities and services, and shall make due contribution to the local society accordingly. Our original intention is to hold a pure public welfare activity without doping any commercial interest; and with social responsibility, we initiated such an



activity and hope the Chinese users to accept Casio more.

Now multiple agents and media would like to conduct such a meaningful activity jointly with us and hope everything that we do may drive other enterprises in the society and transfer the positive energy.

Chinese Economic Information: as a famous global company in the field of electronic product, Casio has been exerting undisputed effect on this area globally, but what factors and qualities do you think have constituted the leading position of your company in the global electronic product field?

Mr. Hayashi Shigeaki: the most significant one is the excellent technical force of Casio, which can bring quality products to the users. Second, innovation, creation of new commodities and value, creation of new commodities from 0 to 1, which is also Casio's DNA.



Casio not only possesses excellent technical force, but also start its new young and interesting orientation: develop fashion products suitable for young people, and already boast such popular products as TR and G-SHOCK.

Chinese Economic Information: since early 1980s, your company has started its development in the Chinese market. Over the 3-decade development, the favorable brand image of Casio has already gone deep into thousands of households in China. What do you think is the reason for the achievement?

Mr. Hayashi Shigeaki: first of all, compared with other Japanese enterprises, our company entered the Chinese market quite early and was originally remembered by the Chinese consumers via the representative image – Astro Boy. Over 3 decades ago, we have held "Casio Cup" Family Karaoke Grand Prix at Shanghai TV Station, which has also established certain foundation for the image of Casio.

Secondly, after our entry into China, the users are also quite crucial. As far as I am concerned, it is quite significant to communicate with the two groups of users: agents and consumers.

As for agents, we gather the key agents annually for deep communication on market policies and activities face to face via council so as to enable mutual understanding and consensus between two sides, which is also a factor for our success.

The Chinese market presents quite rapid changes, so Casio must also be able to respond rapidly and adapt to the fast-changing market environment. For example, nowadays the shopping habit of the consumers is being transferred from off line to on line rapidly, so in order to cope with this, we change our policy and initiate online sales rapidly. In 2011, we established Tmall flagship store and in 2013 we initiated official mall. It is just because we are able to rapidly respond to the change in the market environment that Casio can keep a place in the fierce market competition.

Meanwhile, aiming at the overall market in China, we have performed some strategic changes. At the beginning of its entry into the Chinese market, the different product business divisions of Casio are put into separate ways. Since 2003, we have started aggregation of various categories into the whole and established Casio Shanghai. In 2014, Casio fulfilled its integration:

established Casio China, which not only enhanced the communication and cooperation among different product business divisions, but also enable jointly facing the change of the Chinese market environment better.

Chinese Economic Information: What brands and products are presented under Casio and what about their market share in their respective fields?

Mr. Hayashi Shigeaki: It is inconvenient for us to disclose the specific share, but we can explicit it via several examples. Firstly, in the field of electronic musical instrument, Casio is one of Top 3 brands and our 「PRIVIA」 series are quite popular among consumers.

Secondly, among card digital cameras, TR series cameras with selfie as their major function come out top among the users as well.

In addition, ten years ago, numerous brands in China and Taiwan Region have been involved in the R&D and sales of electronic dictionaries. After quite intense market competition, currently Casio has become one of the several rare survival brands and still occupied quite high market share.

Originally, multiple brands in Japan produced and sold calculators, e.g. Canon, Sharp and Casio, etc. but today, mentioning calculators in Japan domestically, the most



consumers would definitely present Casio, which is quite similar to the experience of electronic dictionary in the Chinese market.

Chinese Economic Information: Could you disclose the total sales of Casio products in the Chinese market since its entry? What products are most popular in this market? Compared with the products of other companies, what advantages do Casio's boast?

Mr. Hayashi Shigeaki: For example, G-SHOCK in the field of wrist watch cannot be kept up with by its competitors due to its unique function(s). Differentiation from other brands is also a key link to create new fields.

CASIO TRYX TR series for the digital cameras are also quite unique among card cameras.

The share of projectors in Chinese market is still quite small compared to the European and American one, but Casio projectors tend to enjoy gradually increasing acceptance by the agents and users. As Casio takes the lead in adopting the mixed light source of LED and laser, which frees the need to change light bulb and is both environment-friendly and cost-saving. Our portable and ultra-short focal-length projectors enjoy quite promising prospect and are believed to boast quite large



elevation potential.

Chinese Economic Information: Corporate culture is one aspect that Casio values quite much. We have noticed that, not matter at its Japanese Headquarters or in China, the management of Casio is quite human-based. Could you disclose some unique features of your company in corporate culture and management?

Mr. Hayashi Shigeaki: We have been emphasizing the significance of talents, as people are the foundation of an enterprise. We would our employee to challenge different divisions and working contents via the mode of work shift. Meanwhile, the Company values the welfare of employees quite much: as long as the employees can work contentedly, the company is able to develop better.

Meanwhile, team is the core of an enterprise. We require our employees to enhance "League Phase": hope to conduct better lateral and longitudinal communication and information

sharing to enable consistency of thinking, pace and direction among divisions and employees.

Chinese Economic Information: What do you think differs the Chinese market from Casio's other ones worldwide? What long-term strategic planning do you have for the Chinese market in future?

Mr. Hayashi Shigeaki: The Chinese market changes fast greatly, esp. the growth rate of online sales is really surprising, so we need speedup and formulate strategies and conduct product R&D via Big Data and concept integration, so as to keep up with the pace of the market change.

We hope to fulfill better linkage and balanced development between online and offline: establish the consumption and purchase mode of offline experience and online purchase. Meanwhile, we can also help agents adjust sales from the single offline mode to the joint offline and online one and many agents have successfully established online stores further so far. Casio has always been holding that, as long as the agents develop, the company can achieve greater stride forward.

Chinese Economic Information: What hobbies do you have in daily life personally? What are your favorite book and your

most persistent cause respectively?

Mr. Hayashi Shigeaki: When I was young, I enjoyed reading the books of Confucian, e.g. Analects. Now the book that I carry with myself and read frequently is Laozi's Tao Te Ching. My favorite line "The highest good is water" expresses this concept – let the nature take its course for everything and keep a low profile in individual behaviorism.

I enjoy playing the Chinese shadowing in daily life. It is a sport, a culture and thinking. From sport, it is a kind of Wushu: via the dialogue with the body, learn about your own status. From culture, it is the foundation of Chinese culture: pursue the thought of "flexibility conquers rigidity" and represents the attitude of "outside flexibility on inner firmness".

Living and working in Japan and China in my most life, I'm quite familiar with the two countries and their cultures, so I wish to play a bridge role in work and life and promote the amiable non-governmental contact between the two countries.