

Rising together with the Chinese Dairy Industry

与中国奶业一起成长

—— Interview with Mr. Lionel Li, the General Manager of Afimilk China

—— 访以色列阿菲金农业合作有限公司中国区总经理李鑫先生

随着改革开放的深入，中国进入了经济腾飞、科技进步和社会变革的新时期，使得一些优秀外资企业看好中国，投资中国，扎根中国。以色列阿菲金公司就是在这样的背景下进入中国市场的。在迎接改革开放 40 周年、适逢中以建交 25 周年之际，作为 5 年后的回访，记者有幸采访到以色列阿菲金农业合作有限公司中国区总经理李鑫先生。

阿菲金是以色列 Afikim 基布兹合作社所属的牧场高科技技术公司，成立于 1977 年，产品遍布世界 50 多个国家，共有 4500 套管理系统，20 万个电子计量器和 200 多万个计步器被客户广泛采用。

在以色列有接近 80% 的牧场使用阿菲金牧场数据管理系统。1979 年，阿菲金公司推出世界上第一套电子奶量计挤奶系统；1983 年，阿菲金公司推出世界上第一套计算机牧场管理软件——阿菲牧，将以色列奶牛养殖技术融入管理系统，大大提升了牧场管理效率；1984 年，阿菲金公司推出世界上第一套商用奶牛发情监测系统。

如今，“阿菲金”这个名字已深深地印在中国养牛人的脑海中，它和“养好牛”相提并论，与牧场盈利息息相关。降低牧场运营成本，提升牧场运营效率是阿菲金公司一贯坚持的目标。首农畜牧的中以示范牧场在 2001 年的成母牛头年单产只有 7 吨，采用全套以色列管理模式后，2010 年达到了 11.6 吨，创造了中国奶牛史上的奇迹。黑龙江 8511 牧场自 2011 年 10 月引入以色列专家驻场服务



以色列阿菲金农业合作有限公司中国区总经理李鑫先生
Mr. Lionel Li, the General Manager of Afimilk China

□本刊记者 陈海燕

后，仅用三年时间单产由 6 吨多增加到 10 吨。2012 年阿菲金 70 位智能转盘式挤奶机在华阴草滩一牧成功应用，标志着阿菲金转盘式挤奶机正式登陆中国。

目前，阿菲金已与京鹏畜牧、爱励农、中联智农、上海双益、麦喀斯、佛山力淳、广州万日、斯凯威等中国公司建立了长期战略合作关系。智能化、数据化的阿菲金管理系统在 500 多个牧场广泛应用，其中包括首农畜牧、光明荷斯坦、中垦乳业、呼图壁种牛场等国内知名牧业公司。

在经济全球化的背景下，探求阿菲金在中国的成功秘诀，对中外企业

如何提高核心竞争力具有重要的借鉴意义。谈到阿菲金在中国的成功秘诀时，李鑫总经理把它概括为以下五个要点：

一是有软硬件相结合的全套牧场解决方案。阿菲牧软件在行业内最为著名。阿菲金以准确的数据收集、分析、专业处理和客户个性化的报告见长。第一个特色产品是“万能通道”解决方案，该方案由分群门、计步器和分群通道组成，真正实现了“牛找人”，而不是“人找牛”，大大提升牧场工作效率，实现牧场运营自动化。第二个特色产品是乳成分在线分析仪，中文产品名称“魔盒”，它比每月一次的 DHI 检测能更加准确地预测奶牛胎次产量，提升了牛群管理和遗传选择的效率。第三个特色产品是养牛服务，通过聘请以色列养牛专家，将以色列养牛知识传递给中国养牛人，提升中国奶牛养殖水平。



二是准确的市场定位和合理的市场布局。农业部 2017 年 1 月 12 号发文件，提出数字农业。数字农业的概念包括我们所谈的信息化和智能化牧场，大量实时准确的微观牧场数据信息是国家宏观管理数据的基础。把奶牛养殖场的数据实时上传到各省畜牧厅，进行数据分析和宏观调控。中国政府提倡的数字农业概念，恰恰与阿菲金的强项相匹配。

阿菲金强化市场布局，关注重点客户和传统奶牛养殖区域。这些客户对牧场整体管理工作非常重视，阿菲金和光明荷斯坦、优然牧业、中鼎牧业、福建长富等客户的合作非常紧密。河北省和黑龙江省是传统奶牛养殖大省，近几年政府大力支持奶牛养殖业的发展，阿菲金与当地建立了多维度的合作。

三是实施本地化策略。中国有 13 亿人口，作为这么大的一个国家，不可能没有自己生产的牛奶，原奶的生产还是要立足于国内。李总说：“在这个行业里阿菲金与本土企业的结合度是最高的。阿菲金提供拥有核心技术的牧场管理系统，而在经营模式上，阿菲金完全



实时在线乳品质量分析实验室
Real-time on-line milk quality analysis laboratory

通过合作伙伴拓展业务，帮助合作伙伴给客户的产品和服务。”

阿菲金所有版本的软件都实现了汉化，便于用户使用。李总表示，现在中国市场对阿菲金越来越重要，根据中国市场的发展阶段，阿菲金中国公司会适时推出相关产品，引领市场，满足客户需求。

四是互利合作，实现共赢。国家主席习近平最近提出“中国方案是构建人类命运共同体，实现共赢共享。”阿菲金“互利合作，实现共赢”的理念与中国方案完全一致。

李总说：“阿菲金强调合作伙伴在整个价值链上的合理分工，通过合作伙伴推进业务发展。我们的合作伙伴是系统集成商，合作伙伴把阿菲金的核心技术和核心主件嵌入产品和方案中，然后给客



南京展会集体照 At Nanjing Exhibition

户提供服务。另一方面，把先进理念和管理技术传递给中国奶业，阿菲金和中国奶业一起成长。通过培训和交流提高中国牧场的管理能力。现在阿菲金客户的很多牧场已经达到世界水平，有些运营指标甚至世界领先。”

五是实施精品工程。阿菲金公司非常关注产品质量，打造精品工程，实实在在地支持中国牧场的发展。2017 年，阿菲金公司全面提升硬件配置标准，对合作伙伴的安装工艺、设备性能检测和售后服务进行全流程考核。

我们相信，阿菲金中国成功五个要点，不仅使其取得了重要的发展成就，而且必将继续指导阿菲金中国走向更加辉煌的明天。

With the deepening of the reform and opening-up, China has entered into a new age for economic growth, technical advancement and social reform, and this favorable development environment attracts plenty of foreign enterprises to develop and base in China. Afimilk Agricultural Cooperative Ltd. that located in Israel is a typical one among them. Recently, Multinationals in China interviews Mr. Lionel Li, the general manager of Afimilk China.

Afimilk, a high-tech company affiliated to Israel Afikim Kibbutz Cooperative Association, was founded in 1977 and now supplies products in over 50 countries worldwide. Accumulatively, among Afimilk products, 4500 sets of management system, 200,000 electronic milk meters and 2 billion pedometers have been widely adopted by clients worldwide.

Afimilk dairy data management system is applied by nearly 80% of Israel Dairy farms. Afimilk launched the world's first electronically-metered milking system in 1979, the world's first dairy management software AfiFarm in 1983, and the world's first commercial milk cow oestrus monitoring system in 1984.

Now "Afimilk" is well known among Chinese dairy farmers, and in farmers' minds this brand is the symbol of better milk cow management and higher farm profitability. As always, Afimilk aims to minimize farm operation cost and maximize operation efficiency. Taking Sunlon Husbandry's Sino-Israel Demonstration Farm for example, its annual milk production per cow was only 7 ton in 2001, and after applying Afimilk management mode, this figure rose to 11.6 ton in 2010, breaking a new record in the Chinese milking industry. Upon introducing Israeli expert on-site service in October 2011, Heilongjiang 8511 Farm raised its annual milk production per cow increased from 6 ton to 10 ton in three years. In 2012, Afimilk 70-position rotary milking machine was first applied in the Huayin Caotan No.1 Husbandry Farm, meaning that the system above was released formally in the Chinese market.

Presently, Afimilk has developed long-range cooperation with a series of companies like Beijing Kingpeng, Shanghai i-ORION Machinery, CIA Beijing Husbandry Technology, Shanghai DoubleWinAgri Machinery, Milkows, Foshan Legend, Guangzhou Wanri and Skyway. Its intelligent and digitized

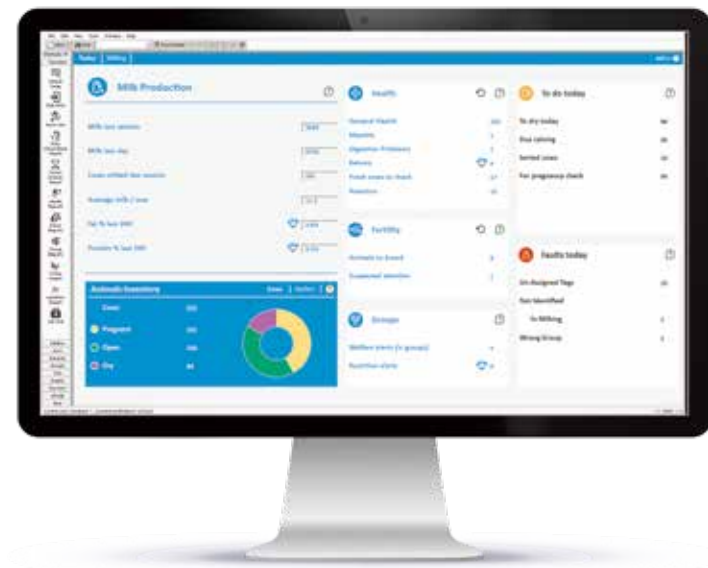


阿菲金 Silent Herdsman 项圈识别器
AfiFarm Silent Herdsman collar recognizer

management system is widely used on over 500 farms operated by the companies like Sunlon Husbandry, Bright Holstan, Zhongken Dairy and Hutubi Cow Breeding Farm.

In the context of economic globalization, knowing about the Afimilk's keys to success is important for foreign and domestic enterprises to improve their core competitiveness. Li summarizes Afimilk's keys to success in the following aspects:

I. Full-set farm management solution, featured combination of software and hardware. Afimilk is well-known for its widely-used AfiFarm software and also expert at accurate data collection, analysis and processing, as well as tailor-made data reporting. Its first feature product is "Smart Passage" solution. This product, consisted of cow sort gate, pedometers and cow sort channel, realizes farm operation automatization so as to

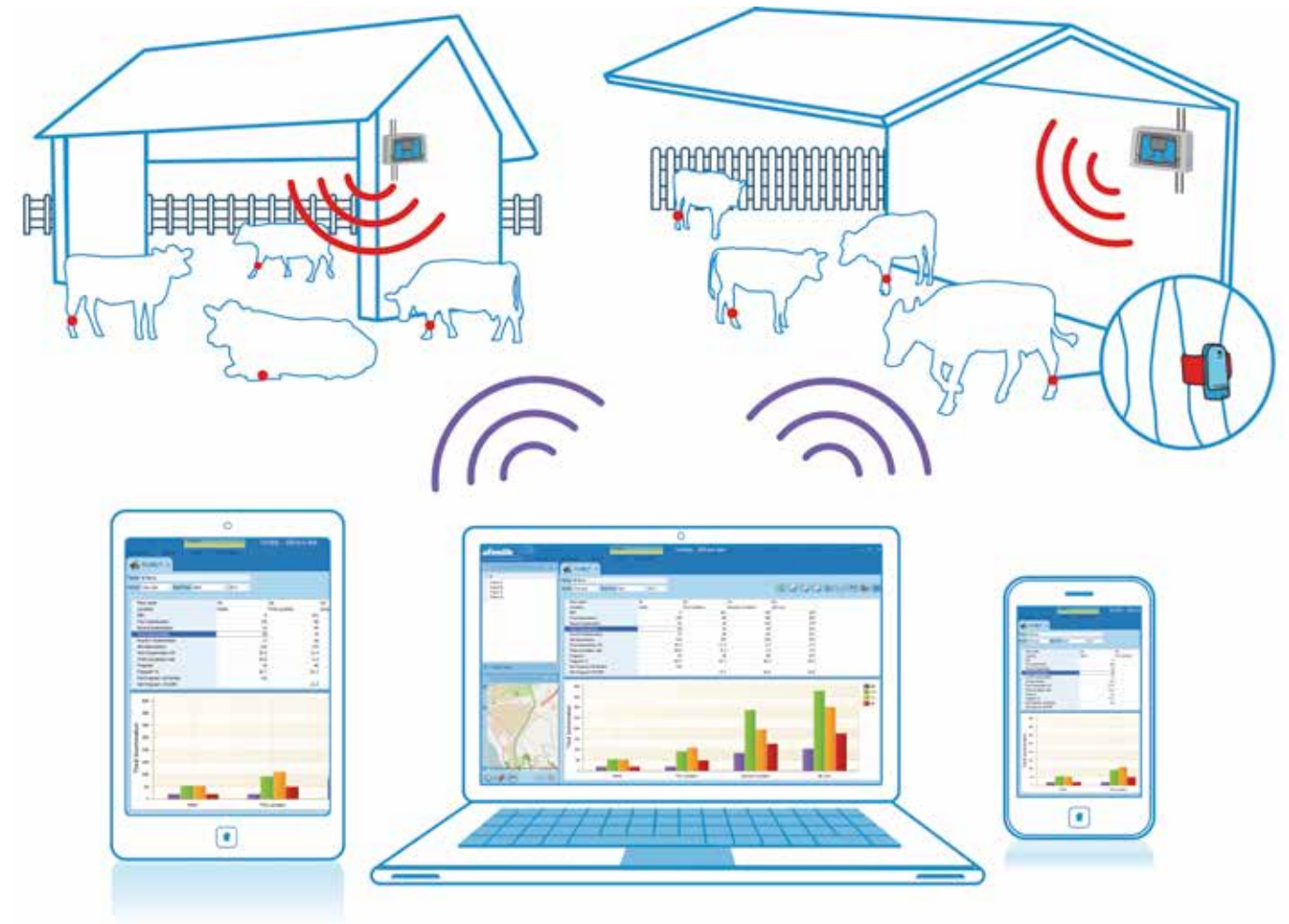


AfiFarm 阿菲牧场管理软件系统
AfiFarm dairy management software system

improve farm operating efficiency greatly. The second one is on-line milk composition analyzer, Afilab, which predicates cow lactation milk production more accurately than monthly DHI test, improving the efficiency of herd management and genetic selection. The third one is cattle breeding technology service. Israeli experts in cattle breeding delivers cattle breeding technology and knowledge to Chinese dairy farmers, improving the level of cattle breeding in China.

II. Accurate market positioning and feasible market layout. The Ministry of Agriculture proposed the "digital agriculture" concept on an issue on January 12, 2017. Such concept covers farm informatization and intellectualization that we are discussing. A great deal of accurate and real-time micro-information about farms is the foundation for concluding the macroscopic management data by the country. In purpose of data analysis and macroeconomic regulation, the real-time data about dairy farms are uploaded to animal husbandry departments at provincial level. The "digital agriculture" concept advocated by the Chinese Government coincides with Afimilk's strong point.

Afimilk optimizes market layout and pays close attention



Afiact II——无线远距离数据传输发情监测器
Afiact II wireless remote milk cow oestrus monitor

to key clients and traditional milk cow breeding. All of these clients value the overall management of farms, for instance, Bright Holstan, Youran Husbandry, Zhongding Dairy Farming and Fujian Changfu develop close cooperation with Afimilk. As we known, Hebei and Heilongjiang are biggest provinces in traditional dairy farming. These governments give great supports to the breeding industry and establish multidimensional cooperation with Afimilk.

III. Localization strategy. China, a country with over 1.3 billion population, is in urgent need of enough original milk resources produced domestically. "Afimilk presents the highest integration with the native enterprises in this industry. In core technology, Afimilk owns farm management system; in management mode, it extends business via partnership and assists copartners to provide products and service to clients," says Li.

Afimilk's softwares in all editions are Chinesized for the convenience of users' application. Li says that now the Chinese market is increasingly important for Afimilk, and also expresses that Afimilk China will launches suitable products timely in consideration of the development phase of its market, aiming at satisfying clients' demand and keeping the leading position in the market.

IV. Mutually beneficial cooperation for win-win. Recently President Xi Jinping proposed "China's scheme is to construct a

human destiny community and to realize win-win and benefit-sharing." Afimilk's "mutually beneficial cooperation" agrees such scheme completely.

"Afimilk advocates that copartners perform rational division in the whole value chains and promote business development via partnership. Our copartners, as system integrators, integrate Afimilk core technologies and components into their products and schemes, benefitting and serving clients. On the other hand, Afimilk brings advanced concept and management techniques to the Chinese dairy industry, promoting their mutual development. In addition, Afimilk improves management capacity of Chinese farms by training service and information exchange. As a result, many of Afimilk's client farms reaches the world level, and some of their operation indexes even get a world-leading level," says Li.

V. Excellent project creation. Afimilk highly regards product quality assurance and excellent project creation, and earnestly give supports to Chinese farms. In 2017, Afimilk will make an overall raise of the criteria for hardware configuration and perform full-process survey on installation process, equipment performance testing and after-sales service at copartners.

Afimilk China's keys to success helped it achieve great achievements in the past, we believe, it will guide it to a growing prosperity in future.