

Continual Innovation Drives Sustainable Development 凭借不断创新 推动行业发展

—— Interview with PhD Tiffany Jiang, the Global Vice-president of Beckman Coulter, Inc. and the General Manager of Beckman Coulter Commercial Enterprise (China) Co., Ltd.

—— 访美国贝克曼库尔特全球副总裁兼中国区总经理姜植铭博士

□本刊记者 李 莉 陈海燕

随着现代科学成就的不断融入，医疗器械在医疗健康事业中的作用日益彰显，成为大健康产业中最活跃的经济增长点。目前，在政府政策大力扶持下，中国医疗器械产业增速持续保持快速增长，高端产品自主研发与生产能力逐步加强。从发展趋势来看，市场需求潜力巨大，监督管理日益规范，技术创新驱动，产业集中度不断提高等，将持续推动中国医疗器械产业健康快速发展。贝克尔库尔特公司作为全球专业分析仪器领域的领导者，是目前世界上实验医学领域中仪器设备、试剂、应用软件开发和制造能力最强的生产商，为推动中国医疗事业的发展、为人类的健康做出卓越的贡献。自上世纪 80 年代进入中国至今，贝克曼库尔特已成为国际体外诊断公司成功开创中国市场的成功典范。为进一步了解公司的发展和取得的成就，记者专程采访了美国贝克曼库尔特全球副



总裁兼中国区总经理姜植铭博士，她详细阐述了公司的战略布局、管理理念、科技创新、团队建设等方面的思路做法。

贝克曼库尔特是由贝克曼和库尔特两家公司于 1997 年合并为一家企业。贝克曼的创始人阿诺德·贝克曼博士于 1935 年创建于美国加州。贝克曼博士是一位非常有名的百岁发明家，是美国唯一的一位由 5 位总统签字授予终身荣誉的科学家。两家公司进入中国的时候还是中国检验行业早期萌芽阶段，是和中国检验行业一起成长发展壮大，不但引进了先进的技术，也推动了检验行业临床的学术研究与科研成果，带动了公司和行业共同发展。2011 年贝克曼库尔特被生命科学巨头丹纳赫集团收购，分别将其两部分业务归于丹纳赫集团的生命科学和体外诊断业务里，产品和客户遍布全球制药和生物技术公司、大学、医学院、研究机构、医院、医师办公室，以及独立诊断实验室。姜总强调说：“贝克曼库尔特是和中国整个检验行业共同发展的。中国过去 10 年，在整个国家的经济迅速发展的过程中，其实整个检验行业近 10 年也有了突飞猛进的发展，跟随着行业的发展我们在中国发展得也很好。由于现在国家整体实力提升，各个行业都在发展。医疗是国家特别关注的一个行业，近 10 年，国家推动的医改，由于医保保障的全面覆盖，人民生活水平的提升，大家对于健康越来越

重视，在整个优良的大环境的影响下，临床检验在过去 10 年里呈现 10 倍至 20 倍的成长态势。检验和医疗紧密相关。我们作为一家提供技术的企业肯定也是随着整个行业在一起发展。”

战略决定成败。丹纳赫集团是公认的并购整合之王，是由下属的几十个不同的品牌组成，一直致力于把全球最好的品牌整合在一起，强强联合，以不断地收购新品牌的运作模式大踏步的发展。姜总说：“第一，要在一个欣欣向荣的行业；第二，要在该行业里数一数二；第三，企业在创新和营运等方面要有非常强的核心实力。这三点是丹纳赫收购新品牌的的一个准则。丹纳赫的经营理念是认为每个企业最大的一个价值在于品牌，在集团不同的战略平台下有很多不同品牌，但在品牌运作上一直保持原品牌的独立性，这种模式是为了保障客户可以继续认可和加强对于原品牌的整体的支持。”

技术创新是企业发展的动力。作为一个已有 80 多年历史的品牌，贝克曼库尔特始终致力于开拓创新，走在产业发展的最前沿。那么，贝克曼库尔特的产品优势特色和技术创新是如何体现的呢？姜总说：“检验行业在过去 10 年的快速发展中。我们在中国检验科的技术实力已经远远超过很多国家，是唯一一家完全专注于临床检验的技术型公司。在过去 80 年临床检验发展中，是我们不断创新的一个过程。我们也是唯一一家可以给临床实验室、检验科提供整体解决方案的公司。贝克曼库尔特作为全球的行业领导者，设施全套自动化运营，无论实验室是小型、中型或是大型的规模，都可以进入实验室提供整体解决方案，包括从实验室设计，到临床管理，到各个领域的技术，到整体的自动化，到信息管理，甚至到实验室的效率和质量管理。贝克曼库尔特同时也是一家服务型公司，在提供创新技术和方案以及优质完善的服务之外，还能够给实验室一个全面的价值提升，这应该是公司最大的竞争优势。”贝克曼库尔特在向国内市场引进国外一流技术的同时，也非常重视本土化产品的研究和开发，坚持中国设计和服务中国的理念。“作为最早进入中国的国际性体外诊断（IVD）公司，贝克曼库尔特也是第一家在中国建设工厂的 IVD 公司，是唯一一家既有生产试剂和仪器，又有全领域研发实力的公司。1997 年，在苏州建

立了试剂生产工厂，2015 年又建立了研发中心，至今在中国的技术生产已经超过整整 20 年。”姜总自豪地说。

自从 2011 年加入丹纳赫集团以来，贝克曼库尔特在商务运营方面均应用了精益管理——丹纳赫商务管理系统（Danaher Business System，简称 DBS）。姜总说：“丹纳赫在过去 20 多年里，如何将上百家公司收购后加强其效率，让它成为行业佼佼者，而且是不断成长的一个企业？这主要都归结于 DBS 的整个运营体系。DBS 同时也是我们的一个运营文化，在整个文化体系下集团也总结了 5 点以体现整体核心价值：第一，认为客户优先；第二，持续改善并不断加强自己；第三，最好的团队会取得胜利；第四，创新会决定我们的未来；第五，为股东们奋斗。所以，我认为这 5 点是整个公司在 DBS 运营体系下的核心价值推动力。这是公司所有员工应该一起共同坚持，共同遵循的准则。”

人们经常谈论：人生和事业的意义是什么？其实事业和人生都是一样的。我们不断享受着通过努力达到目标的喜悦，又因下一个目标而充满活力和动力。人生的乐趣就是追逐成功的喜悦。知性、聪慧、气质高雅，充满着个人魅力的姜总让记者难以相信她是一个有着近 20 年市场和管理经验的资深老总，她亲切、随和的态度、丰富的管理经验以及对事业的热爱与执着，给记者留下了深刻的印象。姜总是在天津长大的地道北方人，她的人生道路中总是在迎接一次又一次新的自我挑战。南开大学生命科学专业刚毕业的她，就直接前往美国洛杉矶加州大学（UCLA）攻读心血管方面的科学博士学位。贝克曼库尔特的百年企业文化和健康事业发展理念吸引了姜总，毕业后第二天就加入到公司，一干就是整整 16 年，在同一公司品牌下更换了很多名片，刚刚进入公司时姜总是以高级科学家的身份负责高科技的产品技术支持，2 年后转做全球市场的产品经理。随着贝克曼库尔特对亚太地区结构布局的调整，从 2008 年开始负责亚太区生命科学和临床诊断市场，并负责中国以外的韩国、



总说：“我觉得一个企业人是根本因素，无论是创新、商务运作、确保客户满意度、维修等各方面都是需要人才。所以在中国的整个战略规划里，加强自身核心实力的建设一直是重要关注点。另外相互支持、共同协作的团队文化也非常重要。我们的宗旨就是更好的服务于客户和医院，也就是更好的服务于病人。大家之所以选择这个行业其实都有着一种神圣的使命感。贝克曼库尔特全球每天都会产生几百万个不同的检测结果，那就关系几百万个不同的家庭。我们希望能够帮助到千千万万的人。丹纳赫集团以及贝克曼库尔特的全体员工都有一个共同的愿景，那就是帮助每一个人实现他的生命潜力。我们一直在构建的一个企业文化，就是大家一起不但能够有创新和发展，同时还要为社会做出贡献，让大家感觉到能为自己所做的工作而感到骄傲，为加入医疗行业有一种使命感。这一点很重要。”

未来中国医疗检测行业前景广阔。贝克尔库尔特凭借自身的优势，积极参与中国实施的“一带一路”战略，在“一带一路”建设中实现与中国的共同发展。谈到未来的发展，姜总充满信心，她表示：贝克曼库尔特在整个检验行业发展中，一直都是和创新紧密相连的。我们在中国采取本土化的战略，生产能力实现后就开始做研发创新。今后苏州工厂生产的产品将会输送到全球，现在已经出口到俄罗斯、

东南亚、印度、澳大利亚等国家，将来随着更多技术的发展，还会输送到美国、欧洲等更多国家。随着苏州工厂将来产品线不断扩大，我相信今后也会将中国生产的产品和研发技术走向全球，这也是整个战略发展的一个关键。除此之外，我们也在不断加强和国内的更多企业的合作，希望将国内企业的技术拿来放到我们的产品上，强强联合达到双赢。和国内的很多企业合作也是我们将来的一个战略方向。

百年基业，百年长青。我们相信，在姜植铭总经理及其团队的共同努力下，不断追求卓越，追求创新的贝克曼库尔特在未来的征程中将迸发出新的生机，谱写新的篇章！



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With increasing integration of modern science achievements, medical devices play an increasingly important role in the medicine and health undertakings, being the most dynamic growth pole for the big health industry. With energetic policy supports, the Chinese medical device industry is growing in a sustainable and fast way, and the independent development and production capacity of high-end medical devices is being strengthened gradually. Seeing from the development tendency, huge demand potential, increasingly-standardized regulation, technical innovation and increasingly-high industry concentration will sustainably drive the Chinese medical device industry grow healthily and quickly. The global analytic instrument leader Beckman Coulter, Inc. is the world's strongest provider in developing and producing instruments, reagents and application software for the global experimental medicine industry, contributing a lot to the development of Chinese health industry and even the human health for the world. Beckman Coulter entered into China in the 1980s, and now is a successful model among international in-vitro diagnostics companies in China. To learn more about Beckman Coulter's development and achievements in China, Multinationals in China interviews with PhD Tiffany Jiang, the global vice-president of Beckman Coulter, Inc. and the general manager of Beckman Coulter Commercial Enterprise (China) Co., Ltd. In this issue, PhD Jiang shares her insights about Beckman Coulter's strategic layout, management concept, technical innovation and team building.

Beckman Coulter is a joint enterprise that merged from the two larger companies Benkelman and Coulter in 1997. Benkelman was established by founder Arnold Benkelman in California, USA in 1935. Doctor Benkelman, a very famous centenarian inventor, is the only scientist presented with lifelong honorary by five presidents in USA. These two companies entered the Chinese market just when the testing industry in China was at beginning stage. Then they develop together with the Chinese testing industry. As results, they imported Avant-grade technologies to China, promoted academic research and payoff in clinical testing, and promote mutual development of the enterprises and the industry. In 2011, Beckman Coulter was purchased by life science giant Danaher and parceled two business parts into Danaher's life science and in-vitro diagnosis businesses. Its products and clients were distributed in pharmaceutical and biological technology companies, universities, medical colleges, research firms, hospitals, doctor's offices and independent diagnosis laboratories. "Beckman Coulter develops together with the whole Chinese testing industry. In the past ten years, the Chinese economy is booming, the testing industry has gotten an advance by leap, so does Beckman Coulter. Moreover, all industries are advancing side by side while the overall national strength rises. Medical industry is particularly concerned by the country, so the medical reform



has been propelled in recent years. As a result, the medical insurance covers a wider range. More rich citizens attach importance to health, so the clinic testing roars by over 10 times in capacity. Testing is closely related to medical service. Technology provider Beckman Coulter would develop together the whole industry" PhD Jiang says.

No strategy, no success. Danaher, a well-known merging expert controlling scores of brands, is engaged in integration of best global bands to make a more powerful union, and develops in a mode of continuous brand acquisition. "First, an enterprise should be positioned in a thriving industry; second, the enterprise needs rank very high in the industry; and third, the enterprise must own a powerful core strength in innovation, operation and other aspects. These are the criteria for Danaher to purchase a new brand. Danaher believes that

the best value of an enterprise is its brand. Although Danaher positions different brands on different strategy platforms, it keeps the independence of the original brand. In such mode, clients will continue accepting and strengthening the overall supports for the original brand," PhD Jiang adds.

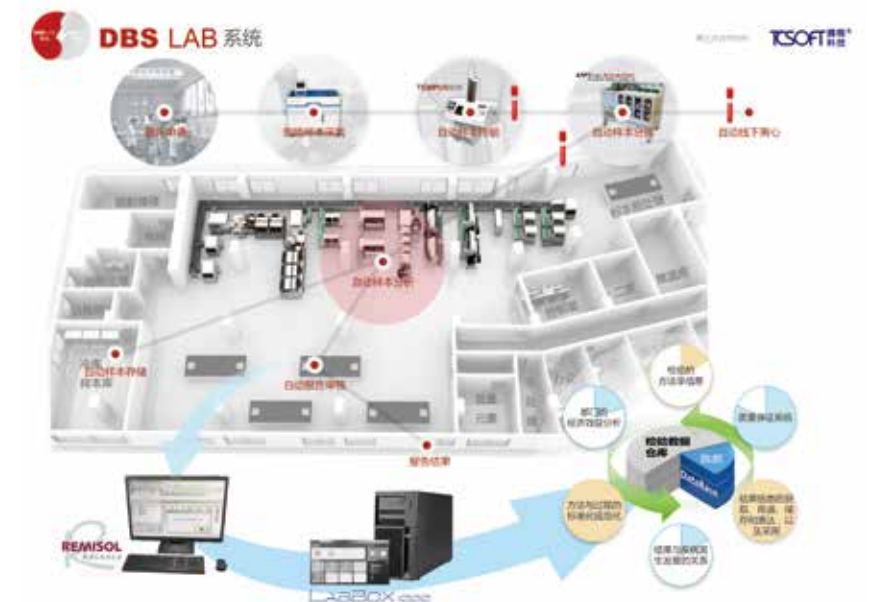
Technology innovation drives an enterprise's development. Beckman Coulter, a brand with a history of over 80 years, never stops innovation and always strives to be the leader in the industry. What are Beckman Coulter's product advantages and technology innovation? "Along with ten-year rapid growth of the Chinese testing industry, Beckman Coulter has gotten a technical capability in China far higher than in other countries, and we are the only one absolutely exact on clinic testing. Our clinic testing development of over 80 years is also a history of continual innovation. We are the only one that is able to provide clinical laboratories and testing departments with full-set solutions. Industry leader Beckman Coulter supplies full-set automatically-operating facilities and provides laboratories at any scale with applicable integral solutions, covering laboratory design, clinic management, professional technology, integral automatization and information management, even involving laboratory efficiency management and quality control. Beckman Coulter, also a service provider, is able to raise a laboratory's all-round values besides providing innovative technology, proper scheme and perfect service. This is our best competitive advantage" PhD Jiang stresses. While Beckman Coulter imports top-class technology to the domestic market, it places emphasis on research and development of localized products. We adhere to the concept "designed for China and serving China". "As an international in vitro diagnosis (IVD) company earliest entering China, Beckman Coulter firstly established a factory in China and had a capacity of both reagent / instrument production and full-field development. Beckman Coulter established a reagent production plant in Suzhou in 1997 and later founded a R&D Center in 2015. So far we has developed and produced in China

for 20 year," PhD Jiang says proudly.

Since Beckman Coulter joined Danaher in 2011, it has applied Danaher Business System (DBS) to improve its commercial operation. "In the past over 20 years, how does Danaher improve its purchased companies and raise them to growing and outstanding ones? The answer is DBS. DBS is also our operation culture, under which the integral core values are concentrated: 1) THE BEST TEAM WINS; 2) CUSTOMERS TALK, WE LISTEN; 3) KAIZEN IS OUR WAY OF LIFE; 4) INNOVATION DEFINES OUR FUTURE; and 5) WE COMPETE FOR SHAREHOLDERS. These five core values, as common rules, are followed by all of our staffs," PhD Jiang states.

It is a frequent subject that what is the significance of life and business? Actually business and life have similar significance - we enjoy the gladness of objectives realizing by efforts, and re-activate by pulling for next objective; pleasure of life is the process of pursuing for success. PhD Jiang, sagacious, elegant and charming, deeply impresses others with her amiable kindness, rich managerial experiences, persistence in undertaking; it is unbelievable that she is a senior general manager with 20-year experiences in marketing and management. PhD Jiang, an authentic Tianjiner, is always brave in rising to challenges one by one. She went to University of California, Los Angeles (UCLA) and studied for a doctorate in cardiovascular science after she graduated from the life science department in Nankai University. She was attracted by Beckman Coulter's deep enterprise culture and development concept so that she joined Beckman Coulter two years after graduation. In the next 16 years, her titles changed from "senior staff scientist" in charge of technical support at the beginning to "product manager" for worldwide marketing two years later. In 2008, she took charge of the life science and clinical diagnosis markets in the Asia-Pacific Region as well as the overall management in the ten countries including South Korea and Australia, while Beckman Coulter re-adjusted the layout of the Asia-Pacific business. At beginning of 2016, PhD Jiang was appointed as the head in charge of the Chinese region. "I'm a single-minded person and have stayed in Beckman Coulter for 16 years. Although I changed posts many times, the company helped me grow up," PhD Jiang says with emotions.

Well-trained and skilled team is the fundamentality for an enterprise to develop. To make good use of local human resources and to cultivate top-grade talents are the key part of Beckman Coulter's talent strategy in China. "I believe "human"



is always the most fundamental factor for an enterprise, all works including innovation, commercial operation, customer satisfaction and maintenance need be performed by talents. So the construction of the core pillar of the enterprise is always the point of focus in the overall strategic planning in China. A team culture "supporting and collaborating mutually" is another key factor. Our mission is to better serve clients and hospitals, namely patients. Such sense of mission drive us choose this industry. Beckman Coulter's products generate millions of test results daily, which are closely related to millions of families. We would like to be able to help millions of patients. The faculty of both Danaher and Beckman Coulter has a common vision, helping every one realize his/her life potential. We are striving for building an enterprise culture that all work hard for innovation and development and never forget making contributions to the society. Everyone is made proud of his/her work and full of a sense of mission for his/her choice of medical industry," PhD Jiang says.

The medical testing industry is promising in China. Beckman Coulter will take an active part in the "One Belt and One Road" strategy and make a greater development. PhD Jiang expresses full of confidence that Beckman Coulter closely focus on innovation in the testing business development. Research and development innovation will be started according to our localization strategy once the production capacity is realized. The products from the Suzhou factory will be distributed worldwide, now have been exported to countries like Russia, India and Australia, and in future will be sold to more countries like USA and European countries. Based on the increasing production capacity, the products and technologies developed in China will be promoted worldwide. It is a key point in the overall development strategy. Additionally, we are making more extensive cooperation with domestic enterprises, and hope to apply their technologies in our products, making win-win. To cooperate with more domestic enterprises is one of our strategic directions.

Sustainable development rides on sound foundation. We believe General Manager Jiang with her team will keep after excellence and Beckman Coulter make greater successes in future.