

## Rooted in and Serving the Chinese Market

# 扎根中国 服务中国

—— Interview with Mr. William Zhao, General Manager of Ashland Specialty Ingredients, Greater China, General Manager of Ashland Greater China, Vice Chairman of Shanghai Association of Foreign Investment

—— 访亚什兰大中华区总经理、亚什兰特种添加剂大中华区总经理、上海市外商投资协会副会长赵连明先生

□记者 李 莉



赵连明先生 Mr. William Zhao

亚什兰全球控股公司（纽交所：ASH）是一家全球顶尖的特种化学品公司，为个人消费品和工业品市场服务，业务范围包括胶粘剂、建筑涂料、汽车、建筑施工、能源、食品和饮料、个人护理和制药等众多领域。亚什兰拥有约 6500 名激情满怀、坚韧不拔的难题解决者——从知名科学家、研发化学家到才华横溢的工程师和工厂操作工，亚什兰人善于用切实可行、创新优质的方案解决应用化学领域的难题，服务 100 多个国家的客户。2017 财年全球销售额为近 33 亿美元。

如今，中国是亚什兰的重要市场之一。亚什兰亚太区的总部位于上海，目前在中国拥有 600 多名员工，并在上海设有两大研发中心，在南京、常州、江门设有四大全资的生产基地。作为全球领先的消费特种化学品和工业特种化学品解决方案供应商，亚什兰坚持践行品牌承诺，锲而不舍地探寻最佳解决方案，致力于为客户及其产品创造独一无二的价值，为客户提供市场领先的创新技术。

亚什兰大中华区总经理、亚什兰特种添加剂大中华区总经理、上海市外商投资协会副会长赵连明先生睿智、自信而健谈，在化工领域拥有近 30 年的丰富管理经验，他于 2008 年随着亚什兰并购赫克力士加入到亚什兰公司，现掌领亚什兰工业和消费特种品在大中华区的业务管理和战略发展规划，推动了公司业务流程和技术革新，使亚什兰发展成为中国领先的特种化学品企业。2014 年，赵连明总经理因其卓越的领导力获得了公司“亚什兰总裁奖之领导力奖”的最高荣誉，并担任上海市



亚什兰南京工厂 Ashland's Nanjing Plant



赵总荣膺亚什兰总裁奖  
Zhao Receives Ashland Chairman's Awards

外商投资协会副会长一职。在这次采访中，赵连明总经理对亚什兰的发展、产品先进技术、市场领导力阐述了精辟的见解。

亚什兰创立至今已有近百年历史，从最初以炼油为主业的石油公司到提供多种化学品的集团企业，再到全球特种化学品公司，在发展过程中进行了多次兼并、收购和业务调整，不断提升和调整定位，从而奠定了亚什兰在快速发展的特种化学品领域中的领导地位。

亚什兰中国在赵连明总经理带领下，规划并实施了立足中国的长期发展战略，成功实现了中国公司业务的飞速增长。赵连明总经理介绍说：“亚什兰在中国之所以能够飞速发展，一个首要的条件是源于高品质和极富创新开拓性的产品。举例来说，在中国政府的大力推动下，水性涂料在家具漆的市场份额每年都在以翻倍的速度增长。水性涂料最大的一个优势就是对人体和环境有益。亚什兰的涂料解决方案能够帮助家具制造商解决水性涂料应用中的技术难题。另外工业类水性漆的应用如集装箱和汽车底漆发展也很快，亚什兰在建筑涂料方面有着多年成功的经验，现在正在不断配合市场需求，开发适用于工业



亚什兰上海研发中心 Ashland's Shanghai R&D Center

水性涂料的添加剂产品。在市场运作中，我们并未按产品线而是按市场来管理，我们致力于为客户创造价值、帮助客户解决难题。目前个人护理、涂料、制药是公司三大重要的核心市场。”

产业的进步依靠市场和客户的需求拉动。赵连明总经理早在 7、8 年以前，就向总部提出一个非常重要的理念，他说：“在中国，亚什兰是一家美资公司同时也是一家扎根中国的公司。中国市场的开发应该由中国团队来驱动，在中国的投资不仅仅是生产，更重要的是研发。亚什兰的定位是立足于中国的企业，所以所开展商业和研发应用项目就都更有目的性。根据中国市场和中国消费者的需求，开发中国市场所需要的产品方面，我们有很多的成功案例。



南京市领导参观亚什兰上海研发中心  
Nanjing Municipal Leaders Visit Ashland's Shanghai R&D Center

### 个人护理

为解决传统护肤品原料提取技术的局限性，研发更天然、安全的护肤品原料，亚什兰获取先进的 Zeta Fraction 生物功能活性物技术 (ZFT) 的专利，并对该项技术进行严格的试验，降低原料提取过程中对环境产生的影响。同时，深化 ZFT 应用，从鲜活的植物体中提炼出天然、安全、功效性综合的护肤品原料，助力客户提升市场竞争力。基于 ZFT，亚什兰持续进行技术创新。2017 年 6 月，亚什兰特种添加剂上海技术中心研发的多功能活性原料 Harmoniance™ 活萃莲华和防晒系数 (SPF) 体外测试法荣膺 2017 中国个人护理品行业“荣格技术创新奖”。

### 涂 料

亚什兰充分发挥涂料这一核心业务的优势，始终走在研发



的前沿，创新推出一系列易于使用的环保型涂料添加剂产品，使涂料更加稳定、性能更加优异、添加量更低。亚什兰涂料系列添加剂不蓄意添加烷基酚聚氧乙烯醚（APEO）、重金属等有害物质，VOC（挥发性有机物质）含量为零或者极低，全力助推涂料行业的绿色变革。比如在几年前我们和立邦涂料公司共同合作的“绿色”环保儿童漆，还有能够实现涂刷一遍墙漆就能够达到覆盖效果的高效添加剂。

## 制 药

随着中国医药行业逐步实现药品生产的规范化与现代化，并且中国对药品的监管更加严格，中国市场对高品质药用辅料（药物配方中除活性成分以外的物质）的需求正在不断扩大。亚什兰是全球领先的特种化学品生产商，致力于向世界各地的制药市场供应高质量药用辅料，为客户解决难题。亚什兰南京药用辅料工厂向中国市场供应的纤维素醚类产品及药用辅料。亚什兰上海医药技术中心帮助客户获得改善片剂成型与崩解，提高难溶性药物溶出，缓控释的能力，及最新的片剂薄膜包衣相关技术。

“所有这些成功案例都是和公司理念有关，那就是立足于中国，为中国市场和消费者服务。所以我们所有的投资、所有的经营理念和所有想法都是按照这个目标来做的。”赵总再次强调。

创新发展必须以人才培养为己任。亚什兰公司通过自主创新，以一流的技术、一流的产品领航于全球行业前沿。同时培养了大批优秀专业人才，为技术升级奠定了未来市场发展的基础。赵连明总经理非常认可高层管理团队倡导的要将公司打造世界顶级特种化工品供应商的愿景。在这样的平台



赵总一行参观南京扬子一中创新教室  
Zhao Visits the Innovation Lab of Nanjing Yangzi No. 1 Middle School

上员工能发挥自身的潜力，包括创新，包括对客户和消费者的洞察。赵连明总经理强调：“安全和负责任的运营是亚什兰发展战略之首。亚什兰是一家有着近百年历史的企业。作为一家对社会负责任的企业，这两项基本原则不能动摇。员工如果把公司当成自己的事业长期地运营，那么他做所有的一切事情都会有主动性，都会有主人翁精神。公司为员工创造了非常好的平台，这是我们的事业、我们的公司、我们成长的地方，我们都是企业的主人。这是公司企业文化非常重要的一点。”

中国是全球最具活力的市场之一。亚什兰在中国的发展得益于改革开放40年来中国经济的快速发展。谈到未来规划，赵连明总经理运筹帷幄，充满信心。2018年，亚什兰在中国的首要任务是持续安全和负责任的运营；其次，通过创新给客户创造价值；最后，充分用足工厂的产能，必要时根据客户的需求扩产。亚什兰近期投资6.6亿美元整合收购了一家美国的营养剂提取物公司Pharmachem，今年准备将其产品引入中国市场。今后也会考虑部分个人护理品的生产放到中国来，未来这样业务的成长会更快并且更有竞争力。我们的价值是为中国的市场、中国的行业、中国的消费者做出非常有价值的事情，亚什兰的使命是为了帮助提升中国个人护理品行业、涂料行业、制药行业进一步的发展，将先进的经营理念和行业共享。

随着中国市场的发展，我们相信凭借赵连明总经理丰富的领导经验、敏锐的市场洞察力以及卓越的领导力，必将带领亚什兰中国团队迈向发展的新纪元，助力中国实现更健康、更洁净、更安全的新时代。

Ashland Global Holdings LLC (NYSE: ASH) is a premier, global specialty chemicals company serving customers in a wide range of consumer and industrial markets, including adhesives, architectural coatings, automotive, construction, energy, food and beverage, personal care and pharmaceutical. It has approximately 6,500 passionate, tenacious solvers – from renowned scientists and research chemists to talented engineers and plant operators – who thrive on developing practical, innovative and elegant solutions to complex problems for customers in more than 100 countries. Its global sales in fiscal 2017 totaled nearly \$3.3 billion.

China is a key market for Ashland. Headquartered in Shanghai, Ashland China currently has more than 600 employees, and operates two R&D centers in Shanghai and four wholly owned production bases in Nanjing, Changzhou and Jiangmen. As a global leading solution provider of specialty consumer and industrial chemicals, Ashland is committed to its brand promise of always solving, to deliver market-leading innovation and technical expertise to customers.

Mr. William Zhao brings nearly 30 years of management experience to his role as General Manager of Ashland Specialty Ingredients, Greater China, General Manager of Ashland China, Vice Chairman of Shanghai Association of Foreign Investment. He joined Ashland in 2008 following the acquisition of Hercules and now oversees the business management and strategic planning of the industrial and consumer specialty ingredients of Ashland Greater China. He has promoted innovation in business processes and technologies, helping Ashland to develop into a leading specialty chemicals company in China. In 2014, Zhao received the Ashland Chairman's Award for Leadership. In addition, he was appointed Vice Chairman of Shanghai Association of Foreign Investment. In this interview, Zhao shares his insights into the future development, advanced product technologies and market leadership of Ashland.



赵连明先生 Mr. William Zhao

With nearly a century's history, Ashland has been improving and adjusting its positioning, developing from a petroleum-refining company to a group providing diverse chemicals, and finally to the current global specialty chemicals company. In the past decade, Ashland has transformed itself from a large oil refining, transportation construction and chemical company into a pure-play specialty chemicals firm. Through dozens of acquisitions and divestitures, the company has repositioned itself for success in a growing industry.

Under the leadership of Zhao, Ashland China has developed and implemented a long-term development strategy specific to the Chinese market, achieving rapid growth of its business. As Zhao said, "A primary driver of Ashland's fast development in China is the high-quality, innovative and cutting-edge products. For example, thanks to the vigorous promotion of the Chinese government, the share of water-based coatings in the furniture coatings market has almost doubled every year. One of the biggest advantages of this coating is its benefits to human health and the environment. Ashland provides coating solutions to complex technological problems in water-based coatings application. In addition, the application of this coating in industries, such as the container and automobile industries, has enjoyed good growth, where Ashland, based on its years of experience in architectural coatings, is developing industrial additives meeting market demands. Our market operation is



赵总参加行业协会论坛 Zhao Attends the Industry Association Forum



亚什兰参加 2017 中国国际涂料展 Ashland attends 2017 CHINACOAT





亚什兰个人护理 Ashland Personal Care

based on product markets, instead of separate product lines, to create value and solve problems for our customers. At present, we serve three core markets – personal care, coatings and pharmaceuticals."

The industry improvement is driven by the demand of market and customers. As early as eight years ago, Zhao proposed an important concept to the headquarters. He said, "Ashland China is both an American-invested company and a Chinese company. Its development in the Chinese market should be operated by a local team and the investment in the Chinese market should be in R&D, rather than in production only. Since Ashland China positions itself as a solutions provider in the Chinese market, it is more target-oriented in business development, R&D and product application. We have many successful cases of developing products according to the demands of the Chinese market and consumers."

#### Personal Care

To make breakthroughs in the conventional raw material extraction technology for skin care products, and develop more environmental friendly materials for skin care through its patented Zeta Fraction™ biofunctional technology(ZFT).

Meanwhile, the company has deepened the application of ZFT in extracting natural, safe, and effective raw materials from fresh plants, to help customers improve their market competitiveness. Ashland has also innovated constantly on the basis of ZFT. In June 2017, the Harmoniance™ multifunctional active and in vitro sun protection factor (SPF) test method developed by the Shanghai Technology Center of Ashland Specialty Ingredients won the Ringier Technology Innovation Award for personal care in China.

#### Coatings

Giving full play to its advantages in the coatings market, Ashland is building on its leadership position in R&D with the launch of a series of easy-to-use and eco-friendly ingredients, providing more stable coatings with more excellent performance and less volume. The coatings additives provided by Ashland do not intentionally carry toxic substances such as alkylphenol ethoxylates (APEO) or heavy metals, with zero or extremely low volatile organic compounds (VOC), to help promote the green transformation of the coating industry. For example, in cooperation with the Nippon Paint several years ago, Ashland developed child-friendly paints and highly-efficient additives which can cover the original surface with only one layer of painting.

#### Pharmaceuticals

With the implementation of standard and modern medicine production in the Chinese medical industry and stringent regulation of the Chinese government, the Chinese market is seeing an increase in the demand for



亚什兰涂料 Ashland Coatings



赵总在南京旭东中学科创教室捐赠仪式上致辞  
Zhao Speaks at the Launch Ceremony of Ashland Innovation Lab at Nanjing Xudong Middle School

high-quality pharmaceutical excipients (substances other than active pharmaceutical ingredients). As a world-leading specialty chemicals manufacturer, Ashland is dedicated to providing high-quality pharmaceutical excipients for the global pharmaceutical market, solving complex problems for customers. For example, Ashland's pharmaceutical excipient plant in Nanjing provides cellulosic ethers products and other pharmaceutical excipients, and Ashland Pharmaceutical Technical Center in Shanghai has helped customers improve the tablet formulation and disintegration process, and increase the solubility and the sustained/controlled release of insoluble medicine, as well as latest tablet film coating technologies.

"All these successful cases are related to the concept of serving Chinese markets and customers based on local customer needs. Therefore, all of our investment and operation concepts and ideas are carried out toward this target," said Zhao.

An innovative enterprise can develop great talents. Via independent innovation, Ashland is often at the forefront across the globe by providing first-class technologies and products. Meanwhile, it has cultivated large quantities of excellent professionals and is well prepared for the technology upgrading to ensure better market development in the future. Zhao shares the same vision with the top management of Ashland to build the company into a world-leading specialty chemicals supplier, in which employees can exert their potentials to boost innovation and generate forward-looking insights into customers and consumers. Zhao emphasized, "Safe, responsible and compliant operations are a core priority for Ashland. To ensure successful operation for 100+ years, we should take social responsibilities and adhere to the above principles unshakably. If the employees consider the company as their own family, they will make every effort and behave

as the owner of the company. Ashland has created a terrific platform where we grow with the company and business as an owner. This is a very crucial aspect in Ashland's corporate culture."

In China, one of the most dynamic markets in the world, Ashland has benefited from the reform and opening-up policy of the Chinese government over the past 40 years. Looking ahead, Zhao is excited about Ashland's future in China. He said the company will continue to focus on operating safely and responsibly, while continuing to provide customers with industry-leading innovation and technical service. Ashland will also continue striving to make full use of its asset base, such as expanding plant capacity based on local customer needs. The company recently invested \$660 million in acquiring Pharmachem, a US-based nutritional product supplier, and plans to introduce its products into the Chinese market this year. Ashland is also thinking to put the production of some personal care products in China, to ensure faster growth and more competitiveness of this business line. Its mission is to create values for the Chinese market, industries and consumers by sharing advanced operation concepts to promote further development of Chinese personal care, coating and pharmaceutical industries.

As the Chinese market grows, we believe that, with the extensive experience in management, sharp market insights and excellent leadership, Zhao will lead the Ashland China team to stride towards a new era of development and contribute to a healthier, cleaner and safer China.



亚什兰制药 Ashland Pharmaceuticals