

Avery Dennison, a World-leading Labeling and Packaging Solutions Provider

艾利丹尼森——全球领先的标签和包装业务领导者

—— Interview with Mr. Sam Shan, the North Asia Strategic Marketing Director of the Labeling and Packaging Material Section, Avery Dennison Corporation

—— 访美国艾利丹尼森标签及包装材料部北亚区资深战略市场总监单勇平先生

随着改革开放的深入，中国步入了经济持续增长、科技加速发展的新阶段，众多优秀的跨国公司已经立足中国、扎根中国。标签及包装材料解决方案的全球领导者——美国艾利丹尼森 (AVERY DENNISON) 就是一家具有代表性的企业。成立于 1935 年的美国艾利丹尼森公司，有着高瞻远瞩的发展战略眼光，1994 年便在江苏省昆山市建立了中国的第一家工厂，并在 2007 年落成美国本土外的首个研发中心。面对中国巨大的市场，公司审时度势，相继在中国创办 8 个工厂，分布在上海市、江苏省、广东省、河北省，并在全国拥有完善的销售和服务网络。在中国，艾利丹尼森的主营业务包括标签和包装材料、广告标识、汽车贴膜、工业胶带、零售品牌信息服务和 RFID 吊牌。

探究艾利丹尼森在中国的成功秘诀，研究其不断创新的经营



美国艾利丹尼森标签及包装材料部北亚区资深战略市场总监单勇平先生 Mr. Sam Shan, the North Asia Strategic Marketing Director of the Labeling and Packaging Material Section, Avery Dennison Corporation

策略，对于中外企业如何提高核心竞争力、实现可持续发展具有一定的借鉴意义。在迎接改革开放 40 周年之际，本刊记者采访了美国艾利丹尼森标签与标示材料北亚区资深战略市场总监单勇平先生。

复旦大学历史系毕业的单勇平先生机缘巧合，1994 年应聘到刚刚成立的艾利丹尼森在中国的第一家工厂，20 多年来，单勇平先生亲历并见证了艾利丹尼森在中国发展壮大历史。

单勇平先生首先向记者介绍说：“艾利丹尼森在全球 50 多个国家有 175 个制造分销基地，全球拥有 25000 名员工，2016 年销售收入 61 亿美金，是全球最大的不干胶生产商。上世纪三十年代，公司创始人也是不干胶技术发明者斯坦顿·艾利先生来到中国并看到这块土壤蕴藏的巨大潜力，他说如果日后有合适的机会，一定会到中国来投资。1994 年，艾利丹尼森选址昆山建了第一个制造基地。事实证明，这个决策非常正确，昆山的运营成本比上海低，还能覆盖整个长三角地区。”

□记者 李 莉 刘新洁



艾利丹尼森投资中国是成功的，也是富有远见的。改革开放 40 年来，大批国际知名品牌进入中国，这些品牌需要国内的印刷商为其产品提供配套的不干胶标签。同时国内的品牌崛起，为同国际企业竞争，需要提升品牌形象，提高生产效率，在包装上也要用不干胶标签替代涂胶标签，由手工贴标改为自动贴标。艾利丹尼森抓住这个机遇，率先进入中国市场，成为不干胶行业的领头羊，不仅将世界领先的不干胶材料和技术带到中国，同时建立标签印刷学院，把不干胶标签印刷技术、材料选择、材料应用等方面的经验知识，义务传授给国内印刷企业，为整个标签行业的发展做出了不可替代的贡献。

艾利丹尼森卓越的产品品质是占领市场的根本，完善的售后服务是产品质量的延伸，有效的市场策略是品质转化为竞争优势的必要保证。在谈到这些相辅相成的成功必要因素时，单勇平先生分析说：“我们提供完整的产品线，既依托全球研发平台又推进本土研发能力，通过不断创新，及时推出新产品来满足市场需求。艾利丹尼森的定位不仅仅是材料供应商，我们提供整体解决方案，与印刷厂、品牌商形成稳固的三角合作关系。”单勇平先生所介绍的三角合作就是指艾利丹尼森团队与印刷商、品牌商进行三方互动，帮助客户选择或开发合适的材料，给予技术指导，随时帮助客户应对各种挑战。



产品有周期，企业有兴衰。可持续发展一直是艾利丹尼森的战略目标。作为行业的领导者，艾利丹尼森将企业社会责任与企业本身发展结合起来，率先推出环保标签材料以及废纸回收项目，致力于维护整个产业链的良性发展。

21 世纪市场竞争的一个重要组成部分是人才的竞争。优秀的企业必定是“栽下梧桐树，引来金凤凰”。睿智、亲切的单勇平先生有着丰富的管理经验，在谈到人才培养时说：“人才培养也是艾利丹尼森的竞争优势之一。我们对人才培养一直秉承本土化策略，吸引中国的高端人才。艾利丹尼森连续多年获得由专业机构颁发的‘最佳雇主’荣誉。我们的管理模式是典型的矩阵管理，员工需要和不同部门、不同技能、不同背景甚至不同语言的同事共同工作，充分发挥每个人的专长。我们也提倡内部轮岗，让人才有更多的技能培养机会，激励员工的工作热情，从而实现员工与企业的双赢。”

20 多年来，艾利丹尼森在中国一直推行本土化策略，包括管理人才本土化、技术开发本土化、产品策略本土化。本土化发展让艾利丹尼森有了更强大的动力引擎。如今，在国际工业 4.0 的



大背景下，在中国制造 2025 战略的指引下，艾利丹尼森的 RFID 解决方案更能帮助中国的制造业和品牌实现“智能制造”。RFID 技术能对原料和产品实施快速、准确的定位和状态统计，以提升企业的生产管理效率，提高产品追踪、物料管理、库存管理的实时性，大幅度提升客户服务的质量和满意度。

未来，中国工业制造领域将发生深刻变革，在这场变革中，艾利丹尼森将承担起时代赋予的使命。在谈到未来发展计划时，单勇平先生展望道：“中国市场总是被公司总部赋予更高的期望值，我们也持续为总部创造惊喜。在未来，艾利丹尼森将继续履行对中国的承诺，引进最先进的制造设备，投资新的项目。”

单勇平先生希望社会能给与不干胶标签行业更多的重视，他说这是一个很有前景的行业，但这个行业资本关注的比较少，也很难拿到准确的行业数据。在采访过程中，单勇平先生表达了他对事业的全情投入和才智奉献。我们衷心祝愿，艾利丹尼森中国能为总部创造更多的惊喜，也为中国经济建设添砖加瓦！

With the deepening of the reform and opening-up, China has entered into a new age for economic growth and technical advancement, and this favorable development environment has attracted plenty of multinationals to develop and base in China. American firm Avery Dennison, a world-leading labeling and packaging solutions provider, is a typical one among them. This established-in-1935 company, with a forward-looking strategy vision, built up its first China-based factory in Kunshan, Jiangsu Province in 1994 and later set up its first overseas research & development center in 2007 out of US. Seeing the huge market potential in China, Avery Dennison sets up eight China-based factories successively in Shanghai, Jiangsu, Guangdong and Hebei, forming an overall network of sale and service throughout the country. In China, Avery Dennison's major businesses covers labeling and packaging materials, advertising signs, automobile films, industrial adhesive tapes, RFID tags and retail brand information service.

Avery Dennison's know-how to success comes from its "continual innovation" business strategy, which has a model significance for other enterprises with respect to core competence improvement and sustainable development. Recently, Multinationals in China interviews Mr. Sam Shan, the North Asia Strategic Marketing Director of the Labeling and Packaging Material Section, Avery Dennison Corporation.

Shan, graduated from the History Department of Fudan University, and joined Avery Dennison's new Chinese factory in 1994. In the next 20 years, Shan has experienced and witnessed Avery Dennison's prosperous development in China.

"Avery Dennison lays out 175 manufacturing and distribution bases over 50 countries and employs 25,000 staffs in the globe. The enterprise creates the sale revenue of 6.1 billion USD in 2016. So Avery Dennison deserves its reputation, the global biggest pressure-sensitive tape producer. In the 1930s, Mr. Stanton Avery, the company's founder and the pressure-sensitive tape technology inventor, came to China. He saw the great potential here and wished to invest at the right time. In 1994, Avery Dennison built up the first China-based base in Kunshan. The fact proves that such decision is

right. This location will help the base save more operation cost than in Shanghai and easily extend the business over the entire Yangtze River Delta region," Shan says.

Avery Dennison's great success in China comes from its forward-looking insight. In the process of Reform and Opening-up, hosts of world famous enterprises come to China and bring great needs of pressure-sensitive tape labels. Additionally, to join international competition and improve brand image and production efficiency, rising domestic enterprises update their labeling process from gummed label to pressure-sensitive tape label, and from manual mode to automatic mode. Presented with such good opportunity, Avery Dennison comes to the Chinese market firstly and later develops to the leading solution provider in pressure-sensitive tape field. The company not only imports the world leading pressure-sensitive tape technology to China, but also establishes an institute of label printing. Avery Dennison willingly communicate the knowledge and experiences in pressure-sensitive tape printing, material selection and application, and others to domestic printing enterprises and makes an incomparable contribution to the entire labeling industry.

Avery Dennison stresses excellent product quality as the fundamental factor in market competitiveness, regards perfect after service as the expansion of product quality, and follows effective marketing strategy through which product quality is effectively transformed to competitive advantage. "We supply a full line of products in support of both globalization and localization in research and development, and consist on releasing updated products by continual innovation to satisfy the market demands. Avery Dennison acts as an integral solution provider more than a material supplier, and builds a tri-party cooperation relationship with printing plants and brand owners," Shan says, talking of the factors contributing to success. Such tri-party cooperation relationship means the interaction between Avery Dennison's team, printer and brand owner, in which, Avery Dennison assist clients to select and develop suitable materials, and provide clients with technical guidance and assistance to deal with challenges they face.

Any product has its limited cycle of life and an enterprise



may rise or decline. So Avery Dennison always sticks to its strategic target "sustainable development". Living up its role as the industry leader, Avery Dennison combines the social responsibility to the enterprise development, takes the lead in advocating environment-friendly label material using and backing material recycling, and strives to stimulate a positive development in the full industry chains.

In the 21st century, talent recruitment is an important part of market competition. Any excellent enterprise is bound to make favorable employment and development conditions to attract talents. "Talent cultivation, one of Avery Dennison's competitive advantages, is maintained in the guidance of the localization strategy. We desire top talents in China. Avery Dennison was granted with "Best Employer" by the professional organizations for consecutive years. We execute a typical matrix management, allow staffs to work with fellows who have different abilities and background and come from different sections, and bring each staff's special skills into full play. Furthermore, we advocate internal work shift, and enable

accurate positioning and status monitoring, through which, enterprises can improve the production and management efficiency, obtain high timeliness of product tracking, material management and inventory control, and improve service quality and client satisfaction greatly.

The Chinese manufacturing is evolving deeply and Avery Dennison will assume the mission of the age. "The base company has higher expectation on the Chinese market, and we are ready to create a surprising achievement. Avery Dennison will import leading-edge manufacturing equipment and make more investments as promised," Shan says.

Shan hopes the society give more attention to the pressure-sensitive adhesive label industry, a perspective industry. Because such industry attracts a few interest from the investors, so it is difficult to get accurate industry data. Shan expresses in this interview that he takes a whole feeling and work input to his undertaking. Wish Avery Dennison China surprise us more and make more contribution in the Chinese economic construction.



2017 Grand Opening Ceremony



百奥明中国无锡工厂开业典礼暨 2017 亚洲营养论坛

百奥明于 1983 年在奥地利成立，从研发、生产世界第一代的霉菌毒素吸附剂开始，百奥明公司一直活跃于国际饲料业，专注于以天然、高效益的方式促进动物健康、通过研发和生产饲料添加剂、预混料、提供技术服务来提升动物健康和生长性能。在 30 多年的霉菌毒素风险管理经验的基础上，借鉴创新性的天然生长促进理念，通过最新的科技和广泛的研发项目来推动可持续性的解决方案和环境友好型动物生产模式，满足猪禽、奶牛和水产日粮的需求。

2017 年 10 月 30 日，百奥明中国无锡工厂开业典礼暨亚洲营养论坛在无锡隆重举行。无锡工厂是百奥明在中国的独资公司，建设项目占地面积约 11300 m²，酸化剂防腐剂和霉菌毒素脱毒剂最大年生产能力均达到 32000 吨。

同时，作为全球动物健康和营养的领导企业之一，百奥明公司自 2005 年以来，一直秉承两年一届的亚洲营养论坛的举办传统。自 10 月 23 日至 11 月 1 日，2017 亚洲营养论坛在亚洲达卡、德里、台北、无锡和东京等五个城市进行巡演，汇集全球行业知名专家，对生猪、家禽和反刍等行业热门话题和发展趋势进行深入探讨。

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