

Strengthen Scientific Management for More Market Share in China

加强科学管理 布局中国市场

—— Interview with Mr. Frank Zhao, the General Manager of ITW Polymers and Fluids East Asia

—— 访依工聚合和流体东亚区总经理赵辉先生

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随着中国市场全方位的向世界敞开大门，经济迅速与世界接轨，为世界各国实力雄厚的公司进入中国市场创造了历史机遇。“美国财富”200强的美国ITW集团更是准确把握商机，于2006年进驻中国市场，以优质的产品、先进的经营理念和完善的服务体系，在激烈的市场大潮中脱颖而出，成为众多在华跨国企业中的佼佼者，为中国的经济发展做出了重要贡献。时值迎接中国改革开放40周年之际，记者采访了依工聚合和流体东亚区总经理赵辉先生。赵辉总经理深谙管理之道，有着丰富的管理经验，在一个多小时访谈里为记者详细介绍了依工公司在全球的发展以及在华取得的成就。

美国依工集团拥有百年悠久历史，作为一家规模庞大的综合性工业企业，主要业务包括汽车配件，食品设备，测试测量设备，聚合物和流体化学品，焊接设



依工聚合和流体东亚区总经理赵辉先生
Mr. Frank Zhao, the General Manager of ITW Polymers and Fluids East Asia

备与焊材，建筑工具及耗材等七大事业部。目前集团在全球57个国家和地区拥有50000多名员工。依工聚合和流体化学事业部是美国依工集团的七大事业部之一，主要从事研发、生产和销售工业用结构胶，密封胶，特种润滑油，清洗剂等化学品，在中国为交通、电子、造船、重工业、风能和流体六大市场提供专业的产品和服务，通过与客户和供应商的共同努力，已创建成为一个可提供具有竞争力的产品、良好解决方案与和谐工作环境的优秀企业。

人才是企业的宝贵财富，员工是公司的成功之本。依工非常注重本土人才的运用和培养，为员工提供一个自由发展的空间和充分发挥能动性的舞台，从关怀的角度去和员工建立良好的伙伴关系，与公司一起成长。赵总一直非常希望能够吸引更多优秀的人才与公司建立命运共同体。公司提供多种多样的



50~60%。产品和客户数量虽然减少，但却让我们的客户得到最好的服务、最快的交付、最好的质量、最快的新产品和技术的支持。这是如何做到的呢？我们经过数据分析和市场调研，从中找出了需要对哪些市场、客户和产品进行重点关注。譬如，电子和汽车市场非常具有增长潜力，我们就把这两个市场作为我们重点关注的市场，并把研发资源、生产制造资源、服务客户资源，销售资源都投入到这些市场。在这个过程中我们要把关注的潜力市场做到最大，使这两个市场一直保持20-30%以上的营业额增长率。”

培训计划，确保员工在公司能有更多的发展空间。对于企业来讲，公司公平、诚恳地对待员工，是公司员工流失率低于行业平均水平的原因。赵辉总经理说：“我加入公司11年，刚进入公司时只是一间小小的办公室，2个人，通过10年发展，中国公司年营业额增长一百多倍，中国包括东南亚区域都发展非常快。前几年营业额都是翻倍增长，亚太区业务80%以上全部来自中国。从2009年开始在国内研发产品，2016年中国有10%的产品来自中国的研发队伍。在培养人才方面，公司给员工创造更多的发展机会和空间，帮助他们实现个人职业梦想。”

作为美国财富200强之一的依工集团，以分权管理模式和80/20原则经营闻名于世。管理学有一个著名的80/20定律(80/20法则)，是按事情的重要程度编排优先次序的准则，是建立在“重要的少数与琐碎的多数”原理的基础上的。80/20法则是通行于商业领域的最基本法则之一，通常一个企业80%利润来自他20%的项目，80%的回报、产出总是来自于20%的投入和努力。选择什么样的客户服务，已经成为企业战略的重要组成部分。依工正是能把握80/20法则这一精髓，找到以“少”胜“多”的秘诀，专注于重要的20%的关键少数，成为80/20法则的优秀践行者。赵辉总经理说：“依工是很注重效益的公司。公司理念是不单要有规模还要做强，所以，在2013年全球营业额达到180亿美元时集团进行了全球整合，将800多家公司整合到80家，砍掉了一些非核心业务，留下140亿美元业务，但企业的回报和利润反而远远高于过去的180亿美元，企业运营效率得到很大提高。在中国，我们只有100多名员工，每个人创造的效益都很高。我们核心理念正是80/20法则。公司从2013年开始整理业务，开始执行由前到后的80/20流程改造，充分运用这个理念重新看待所有客户、市场和产品，把主要资源和精力投入到20%的客户和产品上。2013年，我们有1000多个产品，600多家客户，现在只有不到500个产品，200多家客户，但销售额却增加了

中国已成为世界上最具吸引力的投资目的地并为全球经济提供活力。谈到未来中国发展计划时，赵辉总经理充满信心，他表示：“今年我们已做了未来5年计划。未来5年公司整体业绩要保持每年8.5-10%的增长，在主要增长的电子、汽车和新能源领域要保持15-20%的年增长率，现在公司有8个主要系列产品针对这几个市场来做。在研发方面，公司今年已经加大研发投入，未来研发投入还会继续加大，新产品的目标是要达到20%。在生产制造方面，要不断提高产品品质，缩短交货期，现在我们3天就可以将产品交付到客户手里，明年的目标则是1天，由此提高我们的竞争力。公司要从销售端、产品技术端和生产运营端共同努力来达到这样一个目标。”



With all-round opening-up, the Chinese market integrates with the world rapidly, enabling powerful foreign companies to get a historic opportunity to enter into this country. ITW, one of American Fortune 200 firms, was sensitive to such business opportunity and entered the Chinese market in 2006. With advanced operation philosophy and sound service structure, ITW delivers quality products to clients and stands out as an excellent one among multinationals in the fierce Chinese market. Moreover, it makes great contributions to the Chinese economy. To learn more about ITW, Multinationals in China interviews with Mr. Frank Zhao, the general manager of ITW Polymers and Fluids East Asia. Zhao, rich in management skills and experiences, shares ITW's global development and achievements in China in the interview.

As an industrial giant with a history of over 100 years, ITW equips seven business divisions: Automotive OEM, Food Equipment, Test & Measurement and Electronics, Polymer & Fluids, Welding, Construction Products, and Specialty products. Presently, ITW employs over 50,000 staffs in 57 countries and regions. Its Polymer & Fluids Business Division, one of its seven major business divisions, is specialized in research, development, production and sales of industrial chemicals including structural adhesive, sealant, special lubricating oil and cleaning agent, and dedicated to providing quality products and professional services in traffic, electronic, ship-building, heavy industry, wind energy and fluid markets. Through joint efforts with clients and suppliers, this division



has developed to an excellent entity featured in competitive products, optimal solutions and harmonious working environment.

Talents are precious treasure for an enterprise while staffs are foundation for a company. ITW lays stress on the employment and cultivation of local talents, provides staffs with a development space to develop themselves freely and a stage to bring their potentials into full play, and establishes partnerships with staffs, helping them grow with

the company. Zhao desires more quality personnel to join the company while the company develops and executes a variety of training plans so as to create more development space for staffs. Treating staffs in a fair and honest way makes ITW's staff turnover rate lower than the average industry level. "11 years ago, I joined the company and the company was just an office with 2 staffs. 10 years later, the company's business volume has increased more than 100 times. In China and the South East Asia, our businesses are growing the fastest. In the first few years, Chinese business volume increases in a doubled and redoubled way, and makes the contribution to 80% the achievements in the Asia-Pacific market. In 2009, the company initiated product research and development in China; and in 2016, the Chinese team developed about 10% products we supply. The company gives staffs more development opportunity and space and helps them realize their dreams," Zhao says.

ITW is famous for its management in a decentralized mode and operation following the 80/20 Principle. The 80/20 Principle is a famous management rule based on the "vital



minority and trivial majority" concept; following this principle, priority rankings of events are ordered by their significance levels. The 80/20 Principle, as a basic rule in the commercial field, refers to that 80% profit of an enterprise comes from 20% projects, and 80% returns result from 20% of input and effort. To select suitable type of customer service is an important part of an enterprise's strategy. ITW holds the essence of the 80/20 Principle and finds the knack "winning more with a little". It concentrates on 20% key minority and acts as an outstanding practitioner of the 80/20 Principle. "ITW is an efficiency-orientated enterprise. According to its operation philosophy, ITW pursues being stronger beyond being larger. Its global business volume reached 18 billion USD in 2013, but the group integrated 800 companies into 80, cutting off non-core businesses and reserving the business in an amount of only 14 billion USD. However, the group's following profits are far higher than that generated from the former business of 18 billion USD. The group's operation efficiency rises substantially. In China, our company has only about 100 staffs, but each creates very high value. We are also following the core concept, the 80/20 Principle. In 2013, our company adjusted the business, and carried out the thorough renovation in the light of the 80/20 Principle, looked on clients, markets and products with a new viewing angle, and

put the main resources and efforts to 20% clients and products. In 2013, we sold over 1000 products types and owned more than 600 clients, and now have less than 500 products types

and about 200 clients, but our sale volume increases by 50% ~ 60%. With less product types and clients, we will timely deliver best service, latest product, and perfect technical support to clients. How is it accomplished? By data analysis and market research, we find out our priorities to be stressed on specific market, client and product. For instance, electronic and auto markets have great growth potential so we focus on these markets and put the resources for research, development, production, client service and marketing into these markets. In the process of the



actions above, we maximize the potentials of the markets we focus and try best to keep the business growth rate 20%-30%," Zhao says.

Now China has been the most attractive investment destination in the world and a dynamic engine to drive the global economy. "We formulate the five-year plan this year. We expect to make the annual growth rate of overall achievements 8.5%-10% and that of the achievements in keys fields like electronic, auto and new energy 15%-20% in next 5 years. Now we promote 8 key series of products, aiming at satisfying the demands of these markets. The company increases the spending on research and development now, and keeps on this action in future. We set the objective of the achievement contributed by new products 20%. Additionally, we continually improve product quality and reduce delivery time. Now we can send the products to client within 3 days, and in next year do best to reduce such time to one day so as to further improve our competing power. The company will make joint efforts in all links like marketing, product technology and production to achieve this objective," Zhao says confidently, when talking of future development.

