

## YKK, Creating More Miracles in China

# YKK 王国在中国再创奇迹

—— Interview with Mr. Kazuto Daimon, Group Officers Vice President of YKK Corporation, Japan and President & COO, YKK (China) Investment Co., Ltd.

—— 访 YKK 株式会社集团执行役員、YKK (中国) 投资有限公司副董事长总经理大门和人先生

**众**所周知，日本的 YKK 株式会社是世界知名的拉链制造以及门窗制造公司，也是一家“长寿企业”。YKK 以其技术创新的力度和出众的产品质量，在业界保持着难以撼动的领先地位。其产品提高了人们的生活品质，更成为了时尚生活的象征。

YKK 株式会社集团执行役員、YKK (中国) 投资有限公司副董事长总经理大门和人先生向记者介绍说，YKK 株式会社创办于 1934 年，创始人吉田忠雄先生在 20 世纪 30 年代曾到中国上海学做生意，回国后依靠在上海学到的知识加上自身的商业天赋和勤奋精神，创办了 YKK。YKK 在中国的起步始于 1992 年设立了上海吉田拉链有限公司，之后，在大连、深圳、无锡、苏州等地投资建厂，组成了 YKK 从南到北覆盖全中国的生产和销售网络。2017 年，上海吉田拉链有限公司举行了成立 25 年庆典。

2002 年在上海浦东新区设立了 YKK (中国) 投资有限公司，统括管理中国地区的 12 家企业。以拉链为主的发斯宁产品主要涵盖了服装、工业、农业、航空、医疗、渔业等领域。YKK AP 品牌的建材产品主要用于向住宅以及高层建筑提供窗框、玻璃幕墙等建材产品。YKK 目前在全球 6 大地区进行经营，其经营体制是将全世界的业务区域分为中北美、南美、EMEA (覆盖欧洲、中东和非洲地区)、中国、亚洲和日本共 6 大地区，以各公司为主体，开展全球化经营活动。如今，锐意进取的 YKK 已经成为中国具有很高知名度的高档拉链生产商，其产品已成为众多相关企业的首选辅料。目前 YKK



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□记者 李莉

在全球 73 个国家和地区拥有 111 家公司、员工人数超过 4 万 5 千名。YKK 拥有以拉链为中心的“YKK”品牌的发斯宁事业和以门窗为中心的“YKK AP”品牌的 A P 事业。集团下属的工机技术总部则为上述两大核心事业提供技术支持，开展全球化经营服务。YKK 在中国投资的企业数已经发展到 12 家，员工 9000 多名，在中国累计投资额超过 4 亿元人民币。

大门和人先生 1992 年 4 月进入 YKK AP 株式会社，曾在会计部就职，2001 年 10 月赴任新加坡，担任 YKK 控股亚洲公司财务部部长，随后，在 YKK 株式会社经营企画室

作为企画室负责人之一辅佐社长工作，并担当对公司整体政策的提案及中长期经营方针的策划管理，2017 年 3 月至今，担任 YKK (中



YKK 龙舟队奋勇拼搏 YKK's Dragon Boat is Advancing Ahead



大门和人总经理接受记者李莉采访现场 (左 2 大门和人总经理、右 1 总务部梅原正典先生、右 2 总务部张瑾、左 1 记者李莉) Field Interew with President Kazuto Daimon (with Daimon on second left, journalist Li Li on left first, Masanori Umehara on first right, and Zhang Jin on second right)

国) 投资有限公司副董事长兼总经理，作为 YKK 的传承和发扬者，对如何经营布局中国重镇，他有着独到而精辟的见解。他认为，一个行之有效的实现智能制造的方法是通过研发流程、企业管理流程及生产制造产业链管理流程有机地结合起来，形成一个新型的生产制造管理流程和模式。他通过精益制造和精益管理的推进，对企业做了进一步的优化和改善，强调保持产品生产质量的稳定性。为了满足互联网时代的最新要求与挑战，他还带领团队加强了企业智能化和模块化的新功能，以满足客户个性化需求。从市场的角度看，YKK 品牌承载更多的是客户对产品和服务的认可，不断提高质量和服 务，以满足客户日益增长的需求，久而久之，众多客户对 YKK 产生的认可和忠诚，便是企业可持续发展的关键所在。他说：“与 10 年前相比，以快销时尚产品为代表的缝制品使用周期缩短了，顾客要求我们的交货期要更快，

大家也更重视其成本。在此背景之下，我觉得我们公司的竞争力还是产品质量。为此，我们认真倾听每一位顾客的声音，为了实现顾客所要求的质量、商品、价格、服务，用 one to one 营销的考量方法，积累课题并针对每个课题进行具体的对应。此外，如今的年轻人不愿意在制造业工作的问题也很显著，那么我们就关注如何运用自动化搬运重物、使用机器人来代替员工做一些单纯性的繁重作业等。全力打造通过自动化来弥补人才缺失，提高生产效率。这样一来也能让人才可以承担更多职责。经营 = 人才管理。我认为这么说也不过分。所以，我们全方位关注员工，提供相应的平台与员工进行沟通交流。我每天都在用心对待一起工作的人，加强员工横向沟通纵向沟通的协调，使员工开心乐业，使企业向前发展。”

大门和人先生最后说，YKK 集团的企业精神是“善之循环”。此外，“追求更高企业价值”是我们的经营理念。企



上海吉田拉链 (有) 为小学建立阅览室并捐赠图书 Shanghai YKK Zipper Co., Ltd. Establishes a Reading Room and Donates Books for a Primary School



大门总经理在“YKK 杯”龙舟赛开幕式致辞 President Daimon makes a Speech at the Opening Ceremony of "YKK Cup" Dragon Boat Race

业是社会的重要组成部分，只有和社会同呼吸共命运才能持续发展和生存，只有通过和社会的利益共享，企业的价值才会被社会认可。YKK 的创始人吉田忠雄在推进事业发展时最为关心和重视这一企业精神，时刻考虑的是企业和社会的和谐发展。这一精神具体体现在企业经营活动中对发明创造很下功夫，通过不断创造新的价值来推进企业的发展，造福消费者，并和事业伙伴实现双赢，为社会做出贡献。“我希望今后在中国进行健全的经营，雇佣员工，通过事业产生利益，守法纳税，继续与地区共同发展。此外，我们不仅发展事业，为了对地区发展做出贡献，我们还开展捐赠、植树、献血、对当地活动的赞助等，以各种形式履行企业的社会责任，为活跃地区做出贡献，成为与地区密切相关的企业。”



Mr. Kazuto Daimon, Group Officers Vice President of YKK Corporation, Japan and President & COO, YKK (China) Investment Co., Ltd.

As is well known, YKK Corporation, with a long standing and headquartered in Japan, is a world-renowned firm specialized in manufacturing zippers and doors & windows. Powerful technological innovation and outstanding product quality enable YKK to be a leader in the industry. Its products render people a high-quality and fashionable life.

In the interview, Mr. Kazuto Daimon, Group Officers Vice President of YKK Corporation, Japan and President & COO, YKK (China) Investment Co., Ltd. tells the journalist that YKK Corporation was established in 1934 by Tadao Yoshida, a man with outstanding business genius and great diligence. Before this, Yoshida had ever learned doing business in Shanghai, China. In 1992, YKK started its business in China and established Shanghai YKK Zipper Co., Ltd.; later, set up the plants in Dalian, Shenzhen, Wuxi and Suzhou, and constructed a country-wide production and sale network. In 2017, Shanghai YKK Zipper Co., Ltd. held its 25th anniversary ceremony. In 2002, YKK (China) Investment Co., Ltd. was established in Shanghai Pudong New Area for the overall management of its 12 China-based companies.

Its zipper-oriented fastening products are widely used in fields like clothing, industry, agriculture, aviation, medicine and fishing. YKK AP architectural products are mainly used for windows, doors and glass curtains of residential and high-rise buildings. YKK develops global business in the six major regions, i.e., Central and North America, South America, EMEA (covering Europe, Middle East and Africa), China, Asia and Japan. Now, YKK has become a high-end zipper manufacturer with high reputation in China, and its products have been preferred as accessories by many companies. YKK has 111 companies and over 45,000 staffs in more than 73 countries in the world. It holds Fastening Section engaged in YKK brand zipper products and AP Section in YKK AP brand window & door products. The Technical Support Center under the group gives technical supports to these two sections and also delivers after-sale services globally. In China, YKK has invested 12 companies with an accumulative investment of 400 million RMB and owned 9000 staffs.



上海吉田拉链(有)每年参加当地政府组织的植树活动  
Shanghai YKK Zipper Co., Ltd. Participates in Planting Activities Organized by the Local Government

Mr. Daimon had joined YKK AP in April 1992 and ever worked in the accounting department; in October 2001, he held the Director of the Financial Department of YKK (Asia) Investment Co., Ltd.; later, he worked as a director in the planning department, giving some supports to the president; from March 2017 to now, he holds President & COO, YKK (China) Investment Co., Ltd. Mr. Daimon as an inheritor and promoter of YKK spirit has unique and incisive insights on management and business layout in China. He believes that an effective way



固定纱窗 Fixed Screen Window

to achieve intelligent manufacturing is to integrate development process, management process and manufacturing process into a brand-new manufacturing management process and pattern. through the promotion of lean manufacturing and management, he carries out optimization and improvement to the company and stresses on stabilizing high product quality. To cope with the latest requirements and challenges in the Internet era, he leads his team to strengthen new features of enterprise intelligence and modularity so as to satisfy customers' various demands. In the market, YKK brand attributes to customers' recognition on products and services; its devotion to improving product and service quality and satisfying customers' increasing demands wins their recognition and loyalty, which is a key for the company to develop in a sustainable way.

"Different from 10 years ago, sewing products like fast-selling fashion products have shorter service cycle and our clients request us delivering products in a shorter period. We all values the delivery period cost highly. In such context, I think our company's competitiveness still lies in high quality. In this aspect, we accept the ideas from each customer, implement 'one-to-one' marketing mode and work out the solutions to each subject on product quality, product, price and service. Nowadays, young people are unwilling to work in manufacturing enterprises, so we consider how to relieve them from heavy work through automatic handing system and robot. Automatic production is promoted to make up the loss due to talent shortage and improve production efficiency. Consequently, talents will bear more duties. Talent management is closely

related to operation. I agree such idea exactly. We deliver our all-round care and corresponding platforms to our staffs for our mutual communication. We treat sincerely each staff working together and enhance horizontal and vertical communication with them, making them work and develop in a happy environment," says Mr. Daimon.

Mr. Daimon also expresses that YKK follows its corporate spirit "Cycle of Goodness" and adheres to the business philosophy "YKK Seeks Corporate Value of Higher Significance". An enterprise is a fundamental unit of a society. Its sustainable development is closely related to the co-development with the society while it can be accepted by the society as long as it shares the interests with the society. YKK's founder Tadao Yoshida has attached importance to follow such corporate spirit and focused on the harmonious development between the company and the society. This is reflected by the company's efforts to promote invention in its operation, create more values, benefit consumers and partners, and make more contributions to the society. "We



L120 全开口折叠门 L120 Full-open Folding Door

will carry out the operation and employment in a better and regulated manner, legally pay taxes and co-develop with the local economy. Additionally, we will contribute more to the development of the region through a series of activities like fund donations, tree planting, blood donation and sponsorship, fulfill our social responsibilities and become an enterprise keeping close contact with the region," says Mr. Daimon.

