

# Born in China, Growing up with China

## 在中国诞生 伴中国成长

—— Interview with Mr. Yin Bingxin, Chairman and CEO of BROTHER (CHINA) LTD.

—— 访兄弟(中国)商业有限公司董事长兼总经理尹炳新先生

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兄弟(中国)商业有限公司董事长兼总经理尹炳新先生  
Mr. Yin Bingxin, Chairman and CEO of BROTHER (CHINA) LTD.

2018年,兄弟集团喜迎110周年大庆。集团特别选取经典的古罗马图拉真圆柱字体,加入现代设计,制作了兄弟集团110周年的纪念LOGO。这是过去与未来的结合,是兄弟集团“拥抱过去,创造未来”美好愿景的呈现。在长达一百多年的发展中,这个百年品牌不断焕发新的生机。兄弟集团始终秉承不断创新、不断进步的理念,本着以“顾客第一”为宗旨的“At your side.”精神,在开发、制造、销售及售后服务等领域创造优良价值,通过为顾客提供更大价值来实现成长,不断扩大全球市场份额。

日本兄弟集团,一家制造办公通信多元化产品的公司,特别是在商用机器、通信产品及产业机械领域享有世界声誉,从成立的那一天起,就力求在全球树立一个创新、领先、精益求精的企业形象。据了解,日本兄弟工业株式会社成立于1908年,以缝纫机修理业务起步,随后在百年发展史中,先后生产了打字机、传真机、打印机、标签机等产品,目前,兄弟集团在全世界40多个国家与地区拥有销售分公司,以打印机及多功能一体机等通信·打印设备为核心的“兄弟全球化战略”为世界各地用户提供优质的产品和良好的

用户体验。在中国改革开放40周年、兄弟集团喜迎110周年之际,记者有幸采访了兄弟(中国)商业有限公司(以下简称“兄弟(中国)”)董事长兼总经理尹炳新先生,在采访中,尹炳新先生向记者介绍了兄弟(中国)在华的发展战略、市场策略和人才策略。

### 一个重要的战略布局

战略决定成败,已成为经济学家和企业领袖的共识。拥有多年业界工作经历的尹炳新先生专业知识渊博,为人谦和、亲切,他在近一个多小时的采访中详细介绍了兄弟(中国)在华发展战略。他说:“随着中国经济的快速崛起,中国的市场地位在全球变得越来越重要。2005年,兄弟(中国)商业有限公司正式成立,以求更好更快地为中国客户提供更为优质的产品和服务保障,充分体现了兄弟集团落户中国、扎根中国的决心与信心。这也是兄弟集团重视中国市场的一个重要标志,它作为集团的一个重要战略布局,也将进一步巩固兄弟集团在全球市场的地位。对于集团来说,这是一个具有历史意义的时刻。兄弟集团从最早的缝纫机修理到今天以打印机为主的各项业务,一直都在朝着多元化方向发展。兄弟集团是走出日本本土到海外开发事业较早的日本品牌,先后在美国、欧洲、亚太、中国落户,成立了集团区域公司。兄弟集团特别把中国市场单列出来,把高速发展的中国市场作为未来发展的重要基地,希望能和中国一起成长,合作共赢,为中国用户带来更好的价值体现。精准的战略眼光是一个企业能够保持长期发展的先决条件。”尹炳新先生自豪地告诉记者,2017年,兄弟集团的营



兄弟(中国)所在大楼外观  
Office Building of BROTHER (CHINA) LTD.

业额和利润,都创造了历史新高,兄弟(中国)在其中功不可没。

以市场为中心不断研发新产品  
有着110年发展历史的兄弟集团正是凭借着不断适应市场、不断创新才使得公司始终保持着强有力的市场竞争力。在谈到兄弟(中国)缘何能不断刷新纪录,缘何能保持强大的竞争优势时,尹炳新先生充满自信地说:“兄弟集团从成立到今天已经有110年了,从最初的缝纫机到不断开发适合最终用户的产品,我们一直都在紧跟市场,积极实践着‘Brother价值链式经营管理(BVCM)’,听取顾客的声音,以‘顾客第一’为宗旨,通过产品制造,创造出优良的价值并迅速提供给顾客。正是因为有这个管理体系,所以兄弟集团保持长盛不衰。

兄弟(中国)2005年成立以后,秉承这一理念,不断将中国用户的呼声传递给集团总部,并不断引进适合中国市场的产品。为了更加贴近中国用户,集团于2010年在杭州成立了滨江兄弟信息技术(杭州)有限公司,这是兄弟集团在海外的第一家研发中心,为中国客户量身定制产品。兄弟(中国)和滨江兄弟的研发团队会一起走近客户,倾听客户心声,以期在产品、服务和解决方案上能满足客户的需求。兄弟的经营宗旨是根据不同用户需求做到产品体验最优化。因此公司每年都会投入大量人力物力去达成这一目标。”

尹炳新,兄弟(中国)商业有限公司董事长兼总经理,曾在天津市科委长期负责外事工作,后赴日进修,1992年加入兄弟公司,直接参与兄弟集团在华发展的一系列重大举措。2018年4月起任董事长兼总经理。

Yin Bingxin, Board Chairman and CEO of Brother (China) Ltd., had been ever in charge of the foreign affairs at Tianjin Municipal Science and Technology Commission for a long time; later attended advanced study in Japan. After joining Brother Group in 1992, he had participated in a series of major initiatives of development in China. He has held the position of Board Chairman and CEO from April, 2018.



馈纸式扫描仪

彩色激光打印机

彩色数码多功能一体机

黑白激光多功能一体机

黑白激光打印机

电脑标签打印机



作为百年老店，兄弟集团是崇尚技术的企业，不断推出新的技术和研发成果。从兄弟集团全球第一款高速点阵打印机到90年代中期较早推出的打印、复印、传真、扫描多功能一体机，从缝纫机起步的兄弟集团，如今事业已经遍及打印及解决方案事业、家用机器事业、产业设备事业等广泛领域，在全世界超过40个国家和地区开展符合当地需求的事业活动。在推进全球事业扩展方面，兄弟集团一直未停下脚步，凭借一百多年的发展而拥有的雄厚技术积累和良好的声誉让兄弟集团百尺竿头更进一步。

#### 独特的人才策略

市场竞争，归根到底还是人才的竞争。面对急速变化的新环境，兄弟(中国)始终遵循集团倡导的“事业变革、业务变革、人才变革”的指引方针，积极营造变革氛围，培养并鼓励富有挑战和变革精神的人才，为员工提供能发挥各种工作潜能的机会。采访中，尹炳新先生多次表达了兄弟集团对于中国市场的重视和信心。随着中国改革开放步伐的加快，中国市场显示出的活力令世界瞩目。如何培养中国市场？如何建立本地化团队？任人唯贤是尹炳新先生重点考虑的事情。在谈到兄弟(中国)的企业文化以及如何聚集人才时，尹炳新先生阐述了自己独到的见解，他说：“兄弟集团制定了《全球宪章》，企业、员工的价值观都在同一个平台上，使得在企业内形成了很好的氛围，制定了完善的人才培训机制。我认为，一个企业越本土化才能越全球化，才更接地气。本土策略首先是人才本土化策略，再就是产品本土化策略、销售本土化策略，这是我一直致力构建的兄弟(中国)独有的商业策略。今年是我在兄弟集团的第26个年头，这些年，在如何设置关键岗位以及如何构建有效的层次化团队管理模式的问题上，确实花了不少功夫。把合适的人放到合适的地方，才能充分调动各级员工的积极性。我经常和总部相关



内蒙古防沙植树活动 Inner Mongolia Desertification Prevention



电脑花样裁切机



电脑绣花·缝纫一体机

人员沟通很多自己的想法，得到了总部的赞同。”只有一流的管理才能有一流的效益。尹炳新先生独到的用人机制正是兄弟(中国)能够后发先至的秘诀所在。他说，兄弟(中国)的主营业务——打印机的销售额一直在中国市场名列前茅。兄弟虽然进入中国市场的时间较晚，但通过构建本土化管理团队以及稳定的经销商团队，一个年轻的公司最终在市场上占据了重要的一席。这些业绩的取得正是来自于兄弟(中国)对人的能动性的激发，在始终充满热情和激情的工作状态下，不断发挥人的创造性，使业绩快速提升。

#### 企业社会责任

企业来源于社会，必须回馈给社会。在谈到兄弟(中国)社会责任时，尹炳新先生说：“我们参与了很多社会公益活动，比如从2006年起在上海虹桥公园内认养绿地，员工也出资认养树木，次年又赞助了北京东城区东四社区公园的绿地养护费用，并连续认养至今。2012年起，开展了内蒙古防沙项目，每年组织志愿者到内蒙阿拉善盟和牧民一起植树造林，防风防沙，为改善地区环境、培养少年儿童的环保意识和提高牧民生活水平贡献了兄弟的力量。我们还对上海天山街道发起爱心助学活动，和家境贫困的孩子们交流，希望通过这些活动能够为社会做出应有的贡献。”

国务院总理李克强在2018年《政府工作报告》中强调：将推动形成全面开放新格局，进一步拓展开放范围和层次，完善开放结构布局和体制机制，以高水平开放推动高质量发展。扎根中国、服务中国是兄弟(中国)的发展战略。尹炳新先生对未来充满信心，他说：“我们已经拥有了适合中国市场发展的商业模式。我们从2016年度开始实行企业中期战略‘CS B2018’ (Challenge and Strategy to Brother)，兄弟(中国)通过贯彻落实这个战略，这两年取得了很好的效果，业绩再创历史新高，但为了今后几年乃至几十年兄弟(中国)的进一步发展，不仅业务指标要实现新高，更重要的是实现企业健康发展的目标。总部期待我们能够开发出真正适合中国本土的产品，进一步把中国市场做大。我相信，兄弟(中国)未来一定会与中国市场一同成长，和中国的合作伙伴一起成长。”

我们衷心祝愿兄弟(中国)与中国企业实现共同成长、互利共赢，祝愿兄弟(中国)在中国这片广阔的高海中继续迎风远航，到达更加辉煌的彼岸！

In 2018, to celebrate the 110th anniversary, the Brother Group applied the specially selected classic Roman Trajan typeface to the modern design and created a commemorative LOGO for Brother's 110th anniversary. This marks a combination of the past and the future, and also a presentation of a good vision of the Group—"Embrace the past and create the future". Over more than one hundred years of development, this century-old brand has constantly renewed its vitality. Adhering to the concept of continuous innovation and improvement and based on the spirit of "At your side." in line with the principle of "Customers First", the Group creates excellent values in the fields of

development, manufacturing, marketing and after-sales service through providing greater value for customers to achieve its growth and continual expansion of global market share.

Japanese Brother Group, as a company that manufactures diversified products of office communication, which enjoys world-renowned reputation especially in the fields of business machines, communication products and industrial machinery, strives to establish a corporate image of innovation, leadership, and excellence in the world from the day it was established. Brother Industries Ltd, established in 1908 in Japan, started with the business of sewing machine repair. In the course of a hundred years of development, it has successively produced typewriters, fax machines, printers, label printers and other products. Currently, the Brother Group has sales subsidiaries in more than 40 countries and regions around the world, so that the "the Brother Global Strategy", which is centered on communication and printing



商用绣花机



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(CHINA) LTD., (hereinafter referred to as "BROTHER (CHINA)"). In the interview, Mr. Yin Bingxin briefed the reporter on the strategies of development, marketing, and talent of BROTHER (CHINA) in China.

#### An Important Strategic Layout

The consensus of the strategy is determinative of success has been deeply rooted between economists and business leaders. Mr. Yin Bingxin, who has many years of working experience in the industry, has profound knowledge and humility. He has detailed the development strategy of BROTHER (CHINA) in China in an interview lasting for more than one hour. He said: "With the rapid rise of China's economy, China's

market position has become increasingly important in the world. In 2005, BROTHER (CHINA) was formally established to better and faster provide Chinese customers with quality products and service guarantee, which fully reflect the determination and confidence of the Brother Group in settling and rooting in China. This is also an important symbol of the Brother Group's emphasis on the Chinese market. As an important strategic layout of the group, it will further consolidate the position in the global market, which is a historic moment for the group. Brother Group has been diversifying from the earliest sewing machine repairs to today's printer-based businesses. The group, as one of the earliest Japanese brand that came out of Japan for overseas development, has settled and established regional companies in the United States, Europe, Asia Pacific, and China. Furthermore, the Brother Group specifically highlights the Chinese market, and regards the rapidly developing Chinese market as an important base in the future development, hoping to grow together and achieve win-win cooperation with China so as to bring better value for Chinese users. Precise strategic vision is a prerequisite for maintaining long-term development of a company." Mr. Yin Bingxin proudly told the reporter that in 2017, the group's turnover and profits have all created new historical highs. BROTHER (CHINA) have contributed to this conspicuously.

#### Keep Developing of New Products Market-centered

Owing 110 years history of development, the Brother Group has always maintained a strong market competitiveness by constantly adapting to the market and innovating continuously. When talking about why BROTHER (CHINA) can constantly set new records and maintain a powerful competitive strength, Mr. Yin Bingxin said confidently: "The Brother Group has been in existence for 110 years since its





慈善跑 More Than Aware

establishment, from initial producing sewing machine to continuous developing products for end-users, we have been keeping up with the market, and actively practicing the “Brother Value Chain Management (BVCM)”, listening to the voice of customers and aiming at “customer first” so as to create excellent values through product manufacturing and quickly provide them for customers. It is precisely because of this management system that the group can remain prosperous. BROTHER (CHINA), as established in 2005, also upholds this concept, constantly passing the voice of Chinese users to the headquarters of the Group, and continuously introducing products adapted to the Chinese market. In order to get closer to Chinese users, the Group established Brother System Technology Development (Hangzhou) Ltd. in Hangzhou in 2010. It is the first R&D facility of the Brother Group overseas to customize products for Chinese customers. The BROTHER (CHINA) staff and the R&D teams of Brother System Technology Development (Hangzhou) Ltd. will approach customers together to listen to their opinions, so as to meet their demands in products, services and solutions. The operating principle of Brother is to optimize the product experience depending on the need of user. Therefore, the company will invest a lot of human and material resources each year to achieve this goal.”

As a hundred-year-old company, the Brother Group is a company advocating technology and has continuously introduced new technologies and R&D achievements. From Brother Group’s first high-speed dot matrix printer in the world to the All-in-Ones integrating printing, copying, faxing, and scanning introduced in early mid-1990s, the Brother Group, which started from the sewing machine, has now widely expanded its business into fields such as printing and solution, personal and home machines, and machinery and has carried out business activities that meet local needs in more than 40 countries

and regions around the world. In promoting the expansion of global businesses, the Brother Group has never stopped its steps to make further progress with its profound accumulation in technology and good reputation gained over more than one hundred years of development.

#### Unique Talent Strategy

In the final analysis, market competition is still the competition of talents. Facing a rapidly changing new environment, BROTHER (CHINA) follows the Group’s guideline of “Business Transformation, Operational Transformation and Talent Transformation” by actively creating a transformative atmosphere, cultivating and encouraging talents with a challenging and transformative spirit and providing employees with the opportunity to fulfill a variety of work potentials. In the interview, Mr. Yin Bingxin repeatedly expressed the Group’s concern to and confidence in the Chinese market. With the accelerated pace of China’s reform and opening up, the vitality demonstrated by the Chinese market has attracted worldwide attention. How to cultivate the Chinese market? How to establish a localized team? Merit-based appointment is the



key consideration of Mr. Yin Bingxin. When talking about the corporate culture of BROTHER (CHINA) and how to aggregate talents, Mr. Yin Bingxin explained his own unique insights. He said: “The Brother Group has developed its own Global Charter so that the values of the company and its employees are on the same level, which has created a very good atmosphere in the company and has developed a sound talent training mechanism. I would say, the more localized a company is, the more globalized and popularized it will be. The local strategy is first of all a talent localization strategy, followed by a product localization strategy

and a sales localization strategy, which is my unique business strategy that I have been striving to build. This year is my 26th year of working in the Brother Group. In these years, I did made great effort into setting up key positions and building an effective hierarchical team management model. Putting the right people in the right place can fully mobilize the enthusiasm of employees at all levels. I often communicated my ideas quite a lot with relevant colleagues of the headquarters, and I got the approval of the headquarters.” Only first-rate management can produce first-rate benefits. The unique employment mechanism of Mr. Yin Bingxin is the secret of BROTHER (CHINA)’s first comeback. He said that the sales of printers, the main business of BROTHER (CHINA), has always been competitive in the Chinese market. Although the Brother Group entered the Chinese market relatively late, by building a localized management team and a stable distributor team, this young company eventually occupies an important position in the market. These achievements were derived from the employees initiatives motivated by BROTHER (CHINA). Working with passionate and enthusiasm will consistently give full play to their creativity and improve their performance rapidly.

#### Corporate Social Responsibility

Enterprise derives from society, and must feed back to society. When talking about the social responsibility of BROTHER (CHINA), Mr. Yin Bingxin said: “We have participated in many social charity activities. For example, since 2006, we have adopted green areas in Shanghai Hongqiao Park. The employees have also contributed money to the cultivation of trees. In the following year, we sponsored the cost of green space maintenance for Dongsì Community Park in Dongcheng



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District of Beijing. Such adoption is kept since then. From 2012, we have launched an Inner Mongolia Desertification Prevention Project. We organize volunteers every year to work together with herdsmen to plant trees and forests in Alxa League, Inner Mongolia, so as to prevent wind and sand, and contribute to improving the local environment, fostering children’s environmental awareness, and improving the living standards of pastoralists. We also launched a love-assistance program for the Tianshan Street in Shanghai to communicate with children living in poverty. What all we did are hoping to contribute to society.”

Premier Li Keqiang of the State Council stressed in the Government Work Report 2018 that the government will further expand the scope and level of opening up, improve the layout of open structures and institutional mechanisms, and promote high-quality development with a high level of openness, to promote the forming a new pattern of all-round opening up. Rooting in China and serving for China is the development strategy for BROTHER (CHINA). Mr. Yin Bingxin is fully confident in the future. He said: “We now have our own unique business model suitable for the Chinese market. We have implemented the medium-term corporate strategy ‘CS B2018’ (Challenge and Strategy to Brother) since 2016. Through the implementation of this strategy, BROTHER (CHINA) has achieved very good results and hit new highs in performance in these two years. However, for the further development of BROTHER (CHINA) in the next few years or even decades, not only do the business indicators need to achieve new highs, but more importantly is to realize healthy development of the company. The headquarters expects that we can develop products that are truly suitable for indigenous Chinese

and further expand the Chinese market. I believe that BROTHER (CHINA) will definitely grow together with the Chinese market and also with Chinese partners.”

We sincerely hope that BROTHER (CHINA) will achieve mutual benefits and win-win cooperation with Chinese enterprises. Far may BROTHER (CHINA) go in China to enjoy a promising journey to rising prosperity.



Brother智印系列黑白激光打印产品