

Pioneer the Road to Innovation and Sustainability

致力于开辟创新型可持续发展之路

—— Interview with Mr. Wangqiu Song, the President of Stora Enso China

—— 访斯道拉恩索中国区总裁宋望球先生

造纸行业一直是我国节能减排、推进循环经济发展的重要产业之一。世界上发达国家的造纸经验就是走林纸浆一体化循环发展的道路，这也是我国的产业政策所鼓励发展的方向。世界纸业巨头斯道拉恩索把林、浆、纸这三个环节进行整合，走可再生、可持续发展的道路，形成战略、资源和能力三位一体的发展模式。

记者在采访斯道拉恩索中国区总裁宋望球先生时了解到，近年来中国造纸行业一直处于低位运行态势，这其中的影响因素有宏观经济增长放缓，也有消费者阅读习惯的改变等。纸企将面临一场深刻的变革，在变革中寻找新的突破点，只有抓住发展机遇加快转型升级，才能适应市场的变化。他说：“我们每年都会对市场发展战略进行分析和预判，通过为客户带来更大的价值，从而实现业务和利润的增长，这是我们的核心目标。”

可再生材料企业战略与资源建设

宋望球先生介绍说：“斯道拉恩索的历史可溯至 1288 年的欧洲，进入中国市场已有三十多年，当前中国区员工人数约



斯道拉恩索中国区总裁宋望球先生
Mr. Wangqiu Song, the President of Stora Enso China

□本刊记者：李莉 陈海燕

6000 人。集团的目标是用生物材料取代化石基材料，在全球范围内推广可持续生活方式，为包装、生物材料、木制结构和纸张等领域提供可再生解决方案。”

宋先生介绍，在中国，造纸原来属于轻工业，但是实质上更偏重工业，对能源、水、木材的原材料需求很大，也有相应的排放。“节能环保一直是我们的主题，对于企业来说不仅是环境责任，还有经济的动力。集团对于全球的每家工厂，都有详细的跟踪，以及改善排放的计划。在中国的工厂，我们的指标和要求和全球一样，远高于国家标准。设备和方案是全球最先进的。”

“从源头开始，我们对于人工林进行可持续的管理，我们

对纸板产品的来源与质量可追溯到价值链的每一个环节，符合严苛的可持续发展和食品安全要求。”宋先生介绍，“我们刚刚在广西投产的北海工厂，配备了生产及环保技术均世界领先的纸板机生产线。另外，漂白化学热磨机械浆生产线和聚乙烯覆膜生产线预计将分别于 2016 年和 2017 年年末投入使用。斯道拉恩索在广西还拥有自己的桉树人工林，由斯道拉恩索管理



采用斯道拉恩索液体包装纸板生产的饮料包装 Stora Enso's liquid packaging board for juice

的林地面积已达 85,000 公顷。广西项目是斯道拉恩索有史以来的最大投资，目前已投入约 8 亿欧元。”

宋先生强调：“在中国的营运是基于全球的战略布局，2006 年开始集团对于全球的战略进行调整，在创新上进行更多的投入，逐渐减少在传统纸张业务上的投资，关闭转让一些不具竞争力的产能，在一些产品竞争力有优势的领域发展产品和服务，如在包装、纸浆、生物质等方面增加投入。在地域上，我们加快了在中国、南美市场等成长性市场的投资和布局，来适应传统的欧洲和北美市场逐渐放缓的市场变化。在中国，除了纸浆造纸外，我们也进入一些新的产品领域。2011 年，我们并购了斯道拉恩索正元，进入包装领域，这是我们原有业务的产业链下游。此举令斯道拉恩索贴近消费者，并且抓住消费



斯道拉恩索北海工厂鸟瞰图 Bird view of Stora Enso Beihai Mill

品市场增涨带来的商机。”

创新与人才

作为一家拥有 700 多年历史的企业，斯道拉恩索面对如今的“人口增长”、“城市化”、“数字化”、“气候变化”、“新的生活方式”等诸多新的发展趋势和挑战，正经历着创新的阵痛，走上了从传统的纸和纸板生产商向可再生材料增长型企业转型的旅程。

转型路上，斯道拉恩索集团在创新管理方面采取了一系列措施，包括设置专门的创新职能管理团队，任命首席技术官，负责协调斯道拉恩索的研发创新

进程，管理集团投资流程，并领导能源服务部门。集团的五大事业部也各自设有创新负责人。管理上，采用常规的“阶段关卡”流程，制定常规 KPI 评估创新流程和创意发展成果，甄选创意并将之从概念转化为商机。斯道拉恩索的关键创新方向为生物质化学、生物材料、林业和工业数字化，并落地到一系列创新项目中，如微纤化纤维素（MFC）、生物塑料、智能包装等。

在创新转型的过程中，斯道拉恩索的企业形象也发生了相应的变化。企业与市场传播总监章洁雯介绍说：“2011 年斯道拉恩索发布了新的品牌标志，这符合斯道拉恩索在战略上要成为一家可再生材料企业想要传递的品牌信号。这个标志像翻动的纸，也像加工木材的圆锯锯齿，又象征着大自然的循环，而其最初的灵感则来源于桉树的无瓣花朵。”

“树是我们转型成为可再生原材料企业的重要资源之一，树可以通过光合作用，吸收二氧化碳，并在整个价值链中，把碳储存在树和木材、纸张产品里。桉木浆是市场上主要的短纤维浆种，速生桉木也被广泛应用于各种木材产品中。可持续发展管理下的速生林则满足了日益增长的消费需求，同时对减缓日益严峻的气候变化挑战作出贡献。”章洁雯充满信心地表示。

“我们坚信，源自林木的产品定将替代不可再生的石化类产品。我们做的很多战略投

资，都是围绕这样的思路进行的，”宋望球介绍，“希望能够越来越多替代现有的不可再生材料，更好的为我们的地球、为人类的生活和工作方面带来可持续发展的解决方案。为此，我们需要最好的人才来共同实现这个目标。”

宋望球在斯道拉恩索已经工作了22年。他说，斯道拉恩索是家源自北欧的国际性企业，崇尚多元化的合作，融合不同的国家、民族、文化、想法和思路。持有不同观点时，可以开诚布公地表达，供最终的决策者参考。欧洲总部对于海外的决策者往往比较信任，充分地放权给当地的运营负责人。

预计到2025年，全球人口将达到80亿。庞大的人口将进一步增加对自然资源的压力。以可持续林业为基础的商业活动，正在成为前所未有的迫切需求。斯道拉恩索的产品采用可再生材料，由可再生原材料制成的产品，在负责的全球消费领域扮演重要角色。这些产品环境足迹更小，可用于代替由不可再生材料制成的产品。可再生包装在使用完毕后可以回收利用。宋望球总裁表示：“我们不断地在努力，走战略、资源和能力提升三位一体之路，引领时代的发展，使公司的发展与上时代变迁同步，在这个基础上，能够有前瞻性地引导行业，为国家和社区贡献自己的力量。”



斯道拉恩索位于芬兰赫尔辛基的总部大楼 Stora Enso's headquarters in Helsinki, Finland

With papermaking industry kept as one of the key industries in Chinese energy conservation and emission reduction as well as advancement of cyclic economic development, the road to cyclic development of forest, paper and pulp integration is just the papermaking experience from the developed countries in the world and also the development direction under the encouragement of Chinese industrial policies. The world papermaking giant - Stora Enso integrates the three links - forest, pulp and paper as well as takes the renewable and sustainable development road, which thus shapes the development mode integrating strategy, resources and capacity.

During the interview with Mr. Wangqiu Song, the President of Stora Enso China, Multinationals in China has learnt that, the Chinese papermaking industry, in recent years, has been out in a low operation trend, the influence factors of which include the growth slowdown in macro-economy and the change of consumers' reading habit. To be confronted with a profound transformation during which new breakthroughs need be made, the papermaking enterprise may to adapt to the market changes only via seizing the development opportunities to speed up transformation and upgrade. According to him, the corporation conducts analysis and anticipation on the market development strategies every year, to fulfill growth in business and profit via bringing the clients larger value, which



斯道拉恩索位于广西的可持续发展的桉树人工林 Stora Enso's sustainable eucalyptus plantation in Guangxi



采用斯道拉恩索 CKB 涂布牛卡生产的集束包 Stora Enso's CKB for multipack



斯道拉恩索 2016 重塑包装设计大赛获奖作品 Awards of Stora Enso Recreate Packaging 2016 design competition

is our core objective."

Strategy and Resources Construction of Renewable Materials Enterprises

According to the introduction of Song, "Stora Enso, traceable to Europe in 1288, has entered China for over 30 years with Stora Enso China employing about 6000 staff currently. The objective of the Group is to promote sustainable lifestyle globally with biologic materials replacing fossil-based materials, and provide sustainable solutions for such fields as packaging, biomaterials, wooden constructions and paper."

As Song introduces, in China, papermaking has been put into the category of light industry originally, but actually tends to the industry substantially in great need for such raw materials as energy, water and wood and under pressure of appropriate emission. "Always kept as our theme, energy conservation and environment protection not only means environment responsibility but also economic drive. As for every facility on the globe, the Group has conducted detailed follow-up and planned for emission improvement, while our indexes and requirements for its Chinese facilities are identical to those for the world, well above the national standard. Our equipment and solutions also top the world at the advancement level."



斯道拉恩索研发中心内基于木材的生物质材料 Wood-based biomaterials in Stora Enso R&D Center

"Starting from the source, we have conducted sustained management on man-made forests and can get the sources and quality of our cardboard products traceable to every value link, which meets the strictest requirements for

sustained development and food safety." As Song introduces, "Beihai Mill, as we just put into production, has been equipped with the paper-board machine production line world-leading both in production and environment technologies. In addition, the production line of bleached chemical thermomechanical pulp and that of polythene membrane tectoria have been predicted to be put into application by the end of 2016 and 2017 respectively. Also, Stora Enso boasts its own eucalyptus plantation in Guangxi and the area of forest land under Stora Enso's management reaches 85,000 hectares. The Guangxi Project is Stora Enso's largest investment in history, at the

approximate scale of about Euro 800 million so far.

Song emphasizes, "Our operation in China is based on global strategic layout, and since 2006, the Group has adjusted its global strategy and enhanced its investment further in innovation: gradually reducing its investment in traditional paper business, closing and transferring some non-competitive production capacity, developing products and services in some fields whose products



采用斯道拉恩索纸板生产的食品包装 Stora Enso's board for food packaging

boast advantageous competitiveness, e.g. expanding investment in such aspects as packaging, pulp and biomass. In territory, we have accelerated our investment and layout in some growth-markets like China and South America, etc. to adapt to the market change of gradual slowdown in the traditional Europe and North America. In China, besides pulp papermaking, we have also entered in some new product fields. In 2012, after our merger and acquisition of Stora Enso Inpac, we entered the field of packaging, which is the downstream of the industrial chain in our original business. This move shortens the distance between Stora Enso and its consumers, and seizes the business opportunities brought about by the growth in the market of consumer goods. "

Innovation and Talent

As a over 700-year-old enterprise, Stora Enso, confronted with such new development trends and challenges as "population growth", "urbanization", "digitalization", "climate change" and "new lifestyle" so far, is undergoing the twinge of innovation and taking a road of transformation from traditional paper and cardboard producer into a sustained material growth-enterprise.

On this transformation journey, Stora Enso Group has taken a series of measures in innovative management, involving arrangement of special innovation function management team and appointment of CTO to take charge of coordination of Stora Enso's R&D innovation process, management of the group investment process

and leadership of energy service department. The five business divisions of the Group have also been provided with innovation principals respectively. In management, we adopt conventional "Stage-Gate" process, develop conventional KPI evaluation innovation process and creative development achievements, select originality and transform it from concept into business opportunity. The key innovative directions of StoraEnso are biomass chemistry, biomass materials, forestry and industrial digitalization, and land them in a series of innovative projects, e.g. micro-fibrillated cellulose, biologic plastics and intelligent packaging, etc.

During the process of innovative transformation, the corporate image of Stora Enso has also undergone corresponding changes. Jiewen Zhang, the Director of Corporate & Marketing Communications, comments, "In 2011, Stora Enso has issued its new brand logo, which is coherent with the brand signal that Stora Enso would like to transmit in for its strategy to become a renewable material enterprise. This logo, just like turning paper and circular saw tooth, symbolizes the circulation of the nature, but its original aspiration just derives from the apetalous flower of eucalyptus."

"As one of the significant resources for us to transform into a renewable raw materials enterprise, the tree can absorb carbon dioxide via photosynthesis, and store carbon into tree and wood and paper products in the



采用斯道拉恩索纸杯纸生产的高品质纸杯 Stora Enso's high quality cupstock for paper cups



斯道拉恩索携纸板产品参加奢侈品包装展 Stora Enso's presents in LUXE PACK 2016

whole value chain. The eucalyptus pulp is the major short-fiber pulp in the market and the fast-growing eucalyptus has also been extensively applied into various wood products. The fast-growing forest under the sustained development management meets the ever-growing consumption demand and meanwhile contributes to the mitigation of ever-increasing severe climate change challenge." Zhang expresses confidently.

"We are firmly convinced that, the products deriving from forest will replace non-renewable products. Our multiple strategic investments have been made around such thinking." According to the introduction of Song, "We expect solutions which can replace more existing non-renewable materials and bring better sustainable development to our earth and our life and work. Therefore, we need the best talents to fulfil this objective

jointly."

According to Song, who has worked at Stora Enso for 22 years, Stora Enso, an international enterprise from North Europe, treasures diversified cooperation and integrates various nations, nationalities, cultures, ideas and mentalities. With varied opinions, you can express sincerely and frankly for the reference of the final decision-maker. The European Headquarters, generally trust the overseas decision-makers greatly and delegate powers to the local operation principals sufficiently.

It is estimated that the global population will have reached 8 billion by the year of 2025. The huge population will further increase the

pressure of natural resources. The commercial events, which are based on sustained forestry, have been becoming an unprecedentedly emergent demand. The products of Stora Enso adopt renewable materials and those made from the renewable raw materials play a key role in the field of responsible global consumption. The environmental footprint of these products, smaller as it is, can replace the products made from non-renewable materials. The renewable package can be cycled after being used. Song expresses, "With continuous efforts, we take a path integrating the promotions in strategy, resources and capacity so as to lead the development of the times and enable the synchronization of corporate development and times variation, based on which, we can lead the industry prospectively and make our due contributions to our country and community!"



斯道拉恩索着力研发智能包装 Stora Enso's innovation in intelligent packaging

