

AMSINO - Contributing to China's Healthcare Industry Upgrading

美诺——助力中国医疗健康产业升级

—— Interview with Dr. Richard Y. Lee, Founder, Chairman & CEO of Amsino Medical Group

—— 访美诺医疗集团创始人、董事局主席兼首席执行官栗亚博士

美诺医疗集团创始人、董事局主席兼首席执行官栗亚博士向来访者介绍说，美诺医疗集团成立于1993年，总部位于美国加州，全球拥有6个事业部，5个工厂，员工2000多人，是集研发、生产、销售为一体的跨国医疗集团公司。美诺医疗集团以提高人类医疗水准为使命，致力于改善和提高医疗器具的安全性和有效性，开拥有多项国际领先的专利技术。美诺医疗产品



美诺医疗集团创始人、董事局主席兼首席执行官栗亚博士
Dr. Richard Y. Lee, Founder, Chairman & CEO of Amsino Medical Group

主要包括：药物输送系列产品，肠内营养输送系列产品、医院废液废气管理系列产品、泌尿系列类、呼吸疾病治疗类和病人护理类产品。美诺医疗产品的销售遍布美国及全球80多个国家。他说：“今年是美诺医疗成立25周年，我们公司在生产、研发、市场全球化方面都发生了很大变化。我们有6个事业部，包括北美事业部、拉丁美洲事业部、欧洲、中东、非洲事业部亚太事业部、中国事业部和合同生产事业部。这6个事业部中，美国支持北美、拉丁美洲销售，荷兰蒂姆斯特丹支持欧洲、中东和非洲销售，中国上海支持亚太，包括大中华区。中国市场是战略性市场，商机无限，潜力很大，我们非常重视，目前中国的比例占公司销售额的15%左右”。

在激烈的市场竞争中，医药行业通过各种形式的整合、兼并与重组，在一定程度上改变了医药企业规模过小、布局过度分散

□记者 李莉

的局面，提高了生产和销售集中度。栗亚博士说：“从销售渠道来讲，我们在全球主要国家和地区建立了非常强的网络和渠道。这个强也和我们2014年收购有关系。我们收购了美国 Hospira 公司的医院废液管理系列产品的全球业务，包括了其当年由雅培开拓和建立的全球销售渠道。这样加强了我们的覆盖面和代理商的品质；从生产方面来讲，

我们也发生了很好的变化，90年代我们第一个生产基地就选择在中国，现在在中国已经有3个工厂了，美昕医疗器械（上海）有限公司、美昕医疗器械（昆山）有限公司，去年我们又收购了上海雷珍医疗高科技有限公司，工厂在上海的崇明。美国总部经过一年多的努力，于2018年的10月31日成功收购了英国的史密斯医疗公司在美国芝加哥的药厂，这样我们在美国本土也有了生产工厂，它有悠久的历史，有很好的产品线，今年，我们在美国还将继续投入，扩大生产规模，增加新的产品线，这也让我们从纯粹的医疗器具进入到药的领域。今后我们要在药和器械结合方面跨出一大步。”

企业家作为一个品牌经营者，既要有长远的品牌战略，又要有眼前的整合传播策略，才能让企业在强者愈强的市场规则中蜕变。栗亚博士认为，公司在美国成立的第一天开始，我们就定位



是一个做品牌的公司，在成长过程中，也像很多企业一样，很难抵制合同生产的诱惑。我们二者皆有。他说：“品牌的基础还是核心技术，要有别于其他品牌，要有特色，要有自己的专利，避免专利的冲突，同时又能保护自己的专利。我们有超过100个专利产品，让我们很多产品有特色，区别于竞争产品，让患者和医疗工作者受益。我不赞成产品线拉得过宽、过长，还是要有有一个战略思路。适当的瘦身，不要把战线拉得过长，不盲目追求数量，要有特色。”

创新和销售，是驱动企业快速发展的两个轮子。栗亚博士介绍说：“在研发方面，我们不断地开发一些新的技术，特别是在感染控制领域，这个方面是我们研发的一个重点，跟我们的使命息息相关。我们要通过产品来提高病人护理的安全性和有效性。当今，无论是在美国还是任何一个国家，病人护理还不够安全有效，存在着

很多临床的问题，比如说感染控制，实际上很多病人去医院的时候，反而又得了新的病。院内感染跟医院的环境，跟产品以及产品的使用等带来的感染有很大关系。我们封闭系统可以解决这个感染源，减少感染，实现我们的使命感，提高病人护理的安全性。我们有几个方面的研发：一是内部研发，主要依靠我们自己的研发团队，现在已经拥有100多个专利，2019年我们专利会达到130多个；二是通过收购的方式来实现，这样是比较快的；三是合作，很多研发公司，包括大学研究机构，只做研发，拿专利，拿法规、拿产品注册，但是他们没有生产能力，也没有商业化能力，而我们有生产基地，有生产能力。我们跟这些美国、加拿大、欧洲的研发型公司或者研发机构开展合作会加速我们的发展。我们也有很强的销售渠道，80多个国家的销售网络，生产出产品，



变成能够应用到临床上的产品，最后通过商业渠道进入市场，并且拥有一定市场份额，随着销售比例的不断上升，品牌也得以发展壮大。在发展的过程中也做了一些合同生产的项目，但是我们从来没有放弃品牌，现在有6条自己的产品线，60%是自有品牌，OEM占比才40%。”

栗亚博士1985年毕业于北京大学，获经济学学士学位。同年留学美国，师从2002年诺贝尔经济学奖得主弗农·史密斯教授，于1992年获经济学博士学位。先任教于美国高校，于1993年在加州创建美诺国际有限公司，担任美诺医疗集团董事长兼首席执行官。他也是美国百人会成员，美中工商协会名誉主席，前任会长、美国北京联合会创始人及董事、美国南加州北京大学校友会顾问，前





理事长、美国国际实验经济学研究基金会董事、上海交通大学客座经济学教授……他致力于社区建设与慈善事业，多年来一直大力支持公益活动，他说：“做公司跟做人一样，要有责任感，一个人跟一个公司不可能独立的生存，我们对员工也好，对社区也好，对政府也好，其实都要有一份责任。我还是说使命感。2019年1月20日我去参加一个母亲微笑行动，这个活动是为兔唇病患者寻求帮助。我觉得能够帮助这些无助的人们是一种义务，对企业来讲是一个社会责任。”据报道，2008年1月1日，栗亚博士领导、参与，并主要赞助以北京奥运会为主题的美国帕萨的那玫瑰花车游行，宣传北京奥运会。

2008年，栗亚博士作为当时美中工商协会会长，领导和组织为中国汶川地震捐款。受到中国驻洛杉矶领事馆的表彰。

栗亚博士强调说，很多企业在收购过程中，遇到最大的挑战就是收购后的整合。“我们收购过不需要人员整合公司，只买资产，这相对比较简单。最近我们的几个收购都是整体收购，不同文化背景，不同的语言，不同的企业的文化的整合。这个整合确实是非常有难



度，比如我们收购的芝加哥公司就是一个典型的美国公司，美国的文化，悠久的历史，团队也很专业，欧洲式的企业管理方式。我们如何整合，说难也不难。我们的愿景很有高度，大家都能接受，还有大家都肯认同的价值观为基础，基本的方式是原来团队不变，适当团队调整，整个公司人事制度管理制度要一致，薪酬待遇尽量一致，让大家看到希望。”

“携手同行贰伍载，我能我愿创辉煌”美诺医疗集团25周年庆典暨晚宴于2019年1月12日在锦江饭店小礼堂隆重举行，来自全球各地的贵宾以及美诺员

工共同参与了属于美诺人的盛典。栗亚博士最后向记者说：“从行业来讲，尽管全球经济发展都遇到了一些挑战，但是医疗行业还是一花独秀，因为大家都在追求一个更好的健康的生活，所以医疗健康行业在很多国家每年都以双位数在增长，我们在这样一大环境中顺势发展。今后五年，企业要不断改善，争取业务翻一番，实现可持续发展，做成百年老店。”

我能我愿，是美诺的核心价值观。今天，美诺医疗通过25年的努力已经建立了坚实的基础和一个国际化的平台，我们衷心祝愿美诺医疗将铸就更大的辉煌的明天！

Dr. Richard Y. Lee, Founder, Chairman and CEO Amsino Medical Group, told the journalist that AMSINO was founded in 1993 and headquartered in California as a multinational medical device company that integrates R&D, manufacturing and global sales and marketing. It has 2000 employees working in 6 business divisions and 5 factories. Amsino Medical Group is aimed to improve healthcare by enhancing the safety and efficacy of patient



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care. It has obtained over 100 patents of internationally leading medical technologies. AMSINO medical products mainly cover: medication delivery systems, enteral nutrition feeding systems, RECEPTAL and iRECEPTAL waste fluid management systems, urological care, respiratory therapy systems, and surgical and nursing solutions. AMSINO medical products are distributed in more than 80 countries around the world besides the US. He said, "This year marks the 25th anniversary of the founding of AMSINO. Our company has undergone great changes in R&D, manufacturing and globalization. We have six business divisions, which are North America Business Division, Latin America Business Division, Europe, Middle East and Africa Business Division, Asia Pacific Business Division, China Business Division, and Contract Manufacturing Business Division. Among them, the US supports sales in North America and Latin America, Amsterdam of Netherlands supports sales in Europe, Middle East and Africa, and Shanghai of China supports sales in Asia Pacific, including Greater China Region. We attach great importance to the Chinese market which is a strategic market with unlimited business opportunities and great potential for growth. At present, our business in China accounts for about 15% of the total sales volume of the company."

Amsino's global distribution network has been greatly enhanced through various forms of integration, mergers and acquisitions, and reorganization. Richard said, "As for sales channels, we have established strong networks and channels in major countries and regions around the world. It is also related to our acquisition in 2014. We acquired the RECEPTAL hospital waste fluid management systems

from Hospira, Inc., including the global sales channels that were developed and established by Abbott Laboratory more than 20 years ago. Accordingly, it has strengthened our global coverage and the quality of our distributors. As for production, we have built highly efficient and vertically integrated manufacturing capabilities over the past 25 years. In the 1990s, we chose China for our first production base. Now we have three factories



in China, and we are building a new plant in Vietnam. Last year, we successfully acquired Smith Medical's pharmaceutical plant in Chicago. The plant is an FDA registered pharmaceutical manufacturer of essential inhalation therapy, wound care and other USP grade saline/water based products for the medical device and pharmaceutical industries. We will continue to invest in the US this year to expand the production scale and add new product lines.



As a brand operator, the entrepreneur must have both a long-term brand strategy and an integrated communication strategy for the moment in order to make the enterprise upgrade under the market rules where the big gets bigger. According to Richard, AMSINO is aimed to become a brand-name company since its founding in the US. Like many companies, it is difficult to resist the temptation of contract manufacturing in the journey of the company's growth. AMSINO has both. He

said, "The foundation of the brand is still the core technologies which must be different from those of other brands and have distinctive characteristics. Patents are necessary to avoid patent conflicts on the one hand and protect our own technologies on the other hand. We

have developed more than 100 patents with distinct features that benefit patients and healthcare workers, and it is these patents that differentiate AMSINO products from competition. Innovation and sales are two wheels that drive the rapid development of enterprises. Richard said, "As for research and development, we are constantly developing new technologies, especially in the field of infection control, which is key focus for us and closely related to our mission to improve the safety and effectiveness of patient care. Today, patient care is not safe and effective enough in the US or elsewhere. There are many clinical problems. Hospital acquired infection (HAI), for example. In

fact, many patients get new diseases when going to the hospital. Hospital acquired infection has a lot to do with hospital environments, hospital infrastructure, and the use of medical equipment and products. Our RECEPTAL and iRECEPTAL closed systems provide a complete solution to hospital's waste fluid and smoke problems from vacuum suction, evacuation, collection to disposal, effectively reduce infection level from the infection sources. Our R&D is realized in several ways: first, internal R&D, which rely on our own R&D team. Now we have more than 100 patents, and the number will exceed 130 in 2019; most of them are internally developed; second, acquisition, which is quick and effective; third, cooperation with R&D companies and organizations, including universities and research institutions. Most of these R&D companies and institutions focus on research and development, patents development, and regulatory compliance and product registrations, but have no production capacity or commercialization capability, while we have production and commercialization capabilities. Cooperation with these R&D companies or R&D institutions in the US, Canada, and Europe will fuel our growth. We also have strong sales channels - a sales network covering more than 80 countries, so that we can turn patents into products qualified for clinical applications, and bring them into the global market through our commercial channels. We will continue to grow in our branded business globally and will continue to invest in R&D to drive the growth of our branded business. Although we have built a healthy contract manufacturing customer base, we never gave up brand building. Now we have six product lines of our own, with 60% of the products self-owned brands, and 40% of the products for OEM. I consider China a strategic market for us, and we have the technologies to equip and upgrade Chinese hospitals to a higher level of compliance with FDA, health and environmental regulations and effectively reduce infections. We are very committed to contributing to China's healthcare industry's upgrade.

Richard graduated from Peking University in 1985 with a Bachelor degree in Economics. In 1992, he received his Ph.D. degree in Economics under the guidance of Dr. Vernon Smith, 2002 Nobel Laureate in Economics. He founded Amsino International, Inc. in California in 1993, and has been the Chairman & CEO of Amsino Medical



Group since then. He is also a member of the Committee of 100, the Honorary Chairman and former President of the Chinese CEO Organization, Founder and Director of the Beijing Association USA, Advisor and former Chairman of Peking University Alumni Association of Southern California, Director of the International Foundation for Research in Experimental Economics (IFREE). He is very committed to community development and charity, and has been supporting public welfare activities for many years. He said, "An enterprise should be responsible for its staff, for the community, and for the government, just like a human, since a human and an enterprise cannot survive alone. I would like to talk more about the social responsibilities. On January 20, 2019, I attended a charity activity called "smile for mothers", which is to seek help for patients suffering from cleft lip. I think it is our obligation to help those helpless people, and it is a social responsibility for an enterprise." It is reported that on January 1, 2008, Richard, as a main sponsor, led and participated in the Pasadena Rose Parade themed with Beijing Olympic Games. In 2008, Richard, the then president of Chinese CEO Organization, led and organized donations for the Wenchuan earthquake in China, for which he was given credit by the Chinese Consulate General in Los Angeles.

Richard stressed that the biggest challenge for mergers and acquisitions that many enterprises encountered with is the integration



process post acquisition. "We once acquired companies where there is no need of personnel integration since we only bought the assets, which is relatively simple. Recently, we have dealt with several acquisitions involving the integration of people with different cultural backgrounds, different languages, and different enterprise cultures. It is indeed difficult. For example, we acquired a Chicago company which is typical of the US, featured by American culture, a long history, a professional team, and European-style business management. However, this time the integration has been very smooth. With a company vision acceptable to everyone, and based on common values, the integration was basically to retain the original management team, keep the management system and personnel system of the company consistent, and the salary and welfare as comparable as possible so that no one was worse off, but saw the hope for growth and a better future."

The 25th anniversary celebration and gala dinner of Amsino Medical Group was held in the function hall of Jin Jiang Hotel on January 12, 2019. Distinguished guest from around the world and AMSINO employee representatives participated in the grand ceremony. Richard finally told the journalist, "The global economy is faced with challenges, but not the medical industry. Since everyone is pursuing a better and healthier life, the healthcare industry is growing by double digits on a yearly basis in many countries, and we are riding the waves in such a general environment. In the



next five years, we will continue to improve, strive to double our business volume, achieve sustainable development, and build AMSINO into an excellent global medical device company."

"I CAN I CARE" is the core value of AMSINO. Today, AMSINO has laid a solid foundation and built a global platform through 25 years of hard work. We sincerely wish AMSINO a brilliant future!

