



Unicharm - a Rising Golden Brand

尤妮佳——冉冉升起的金字招牌

—— Interview with Mr. Yoshihiro Miyabayashi, a senior executive director of Japanese Unicharm Corporation and the Chairman and General Manager of Unicharm (China) Co., Ltd.

—— 访日本尤妮佳株式会社取缔役专务执行役員、尤妮佳（中国）投资有限公司
董事长兼总经理宫林吉广先生

□本刊记者 李莉 陈海燕

当 一个行业结构在市场中表现为金字塔时，耀眼的塔尖不仅是高利润的代表，更是产品技术和行业的领导者。世界著名的卫生用品制造商日本尤妮佳公司就是该行业中处于塔尖的一个代表。

创立于1961年的尤妮佳，至今已经有58年的悠久历史，是亚洲最大、世界第三大卫生用品制造商。自创业以来，通过无纺布·吸收体加工和成形技术开发出各种引领市场的新产品，并通过优质产品向消费者提供新价值。经过半个多世纪的发展，事业活动已走出日本本土，逐步以亚洲为中心向中东、欧洲等世界各地扩展，为中国、印度尼西亚、印度、美国等国家为首的80多个国家和地区提供商品和服务，全球拥有16000多名员工。女性生理用品、婴儿纸尿裤、成人纸尿裤、化妆棉和口罩、宠物相关的产品是尤妮佳的五大产业支柱。

截至到2018年12月底，集团销售额达到了6,883亿日元，销售利润达到951亿日元。在日本、印度尼西亚、越南、泰国都取得了业界第一的骄人成绩。

1995年尤妮佳首先从生理用品事业开始进驻中国市场，同年在上海建造了第一个工厂，2012年和2014年相继在天津、江苏扬州设立了工厂。并在北京、广州、武汉、沈阳、济南、成都、西安成立了分公司，以开展全中国的销售活动。2018年销售额达到871亿日元。为进一步了解尤妮佳的发展，记者专程采访了日本尤妮佳株式会社取缔役专务执行役員、尤妮佳（中国）投资有限公司董事长兼总经理宫林吉广先生。

宫林吉广董事长作为尤妮佳元老级负责人，加入尤妮佳已整整40年，在这40年中，公司发展规模和业绩增长了40倍，女性生



理用品、婴儿纸尿裤、口罩和化妆棉均取得了日本第一的成绩。宫林吉广董事长的职业生涯中有一半的时间是在海外开拓市场，产品在亚洲很多国家都取得了第一名。在日本乃至亚洲都是数一数二的。2014年，宫林吉广董事长被委以重任来到中国担任掌门人，以实现获得亚洲最重要的国家——中国的第一名。在这5年中他走遍了中国的182个城市，用自己的眼睛去看，用自己的耳朵去听。他认为只有把握了现场的真实情况，才能了解消费者的心声，才能真正地了解市场。他说：“公司在新员工入职的时候，会发给每个员工一本《UC-way》手册，这是一本把如何实现社训的价值观和行动准则进行明文化、体系化的手册。使用这本手册沟通和交流可以跨越国界、跨越文化的差异，培养共通的价值观。大家在工作中遇到问题时，可以参考它的智慧和经验，解惑问题、寻求指导方向。在手册里我最重视的一条是‘3现主义’，所谓的3现，就是现场、现物、现实点（在当下、到现场、看实际的东西）。来中国赴任前，我也像这样注重‘3现主义’，在印



度尼西亚实现了压倒性的市场份额NO.1。在中国，我们也一定可以实现No.1。”

生产要以市场为导向，靠近用户、准确、及时地满足客户的多样需求是市场开拓的一条重要原则。宫林吉广董事长说：“我们对自己的‘产品力’非常自信，在中国不只北上广等沿海城市取得了第一名，在内陆地区的发展也十分迅速。现在中国人民收入和生活水平得到了提高，对日用消耗品的品质需求也在提高，我们一直保持和日本相同的高水平技术，对品质也进行严格管理。一个好的产品不仅要自己觉得好，还要让消费者觉得好，是满足他们需求的产品。因此我们进行了很多调查，了解当地消费者的生活实际状态、价值观、当地文化以及他们的想法。此外，我们对人体生理结构的研究也非常注重，并用数据化、可视化的技术，深入了解人体生理规律，宝宝的骨骼结构、接触不同材质后脑电波的变化、不同动作产生的不同影响，经过大量研究才开发出新产品。集团今后会更加重视中国市场，将在中国建立尤妮佳首个数字创新中心（Digital Innovation Center），旨在让中国消费者用上更好的产品。”

说到未来，不得不谈谈社会的老龄化，随着中国经济发展，社会进入老龄化以及老年消费者观念的转变，成人纸尿裤需求也会进一步增长。只有成人失禁护理用品的发展和普及，才能更加减轻养老的护理负担，提高老年人的生活质量。那么，谁先提高品质，赢得消费者，



谁就能率先赢得中国市场。宫林吉广董事长表示：“尤妮佳的成人纸尿裤可以让老年人享受有品质的晚年生活。中国现已进入老龄化社会，成人纸尿裤在中国也将逐步进行发展。中国婴儿纸尿裤发展起来也是最近10年左右的时间。我想，10年后，成人纸尿裤对有需要的老年人也将会普及使用。通过使用我们的产品，有失禁烦恼的老年人也可以自在的在地外出旅游、跳舞，参加他们喜爱的户外活动。而老年人对成人纸尿裤的需求期至少是7-10年，比婴儿使用纸尿裤的时间更长，所以更应该追求高品质。我们今后会对成人护理事业全力投入，让更多有需要的老年人使用上我们的产品，延长老年人的“健康寿命”，让他们生活的更舒适、更开心，为中国社会做出了自己的贡献而努力！”

专注为精，精者为品，只有专注才能制成品牌。作为日用品巨头的尤妮佳自成立初始，就始终秉承为市场和消费者提供一流的产品和服务的理念，我们相信，尤妮佳从日本到亚洲，再到全世界，在不久的将来一定会实现成为全球日用品行业NO.1的目标！



sanitary products business at first. In the same year, the Corporation set up its first factory in Shanghai, and then in Tianjin and Yangzhou, Jiangsu, respectively in 2012 and 2014. It has set up branches in Beijing, Guangzhou, Wuhan, Shenyang, Jinan, Chengdu and Xi'an to carry out sales activities throughout China. In 2018, the Corporation had its sales reaching 87.1 billion yen. In order to further understand the development of Unicharm, Multinationals in China interviewed Mr. Yoshihiro

Miyabayashi, a senior executive director of Japanese Unicharm Corporation and the Chairman and General Manager of Unicharm (China) Co., Ltd.

Mr. Yoshihiro Miyabayashi, as a founding member in charge of Unicharm, has been working in the Corporation for



40 years, during which, the Corporation's development scale and performance have increased by 40 times. Its performance in business of women's sanitary products, baby diapers, face masks and cotton pads has all won the first place in Japan. Mr. Yoshihiro Miyabayashi has spent half of his career in opening up overseas markets. The Corporation's products have ranked the first place in many countries in Asia, and are counted among the best in Japan and even in Asia. In 2014, Mr. Yoshihiro Miyabayashi was appointed as the head of its company in China to achieve the same success in China, the most important country in Asia. In these five years, he has traveled to 182 cities in China, to learn about this country personally. He believes that only by grasping the real situation on the spot can you understand the thoughts of consumers and truly understand the market. He said, "We will distribute a handbook titled UC-way to the new employees. This is a handbook on how to civilize and systematize the realization of values and rules of conduct specified in the Corporation motto. You can use this handbook for communication and exchange across borders

When an industry structure takes on the shape of a pyramid in the market, the dazzling pinnacle is not only a representative of high margin, but also the leader of product technology and industry. The world famous manufacturer of sanitary products, Unicharm Corporation, is a typical one on such top.

Founded in 1961, Unicharm is a manufacturer of sanitary products with a long history of 58 years, ranked the largest in Asia, the third largest in the world. Since its establishment, Unicharm has developed various new products that lead the market using technologies of processing and forming absorbers made of non-woven fabrics, and created new value for consumers through quality products. After more than half a century of development, its business activities have already expanded beyond the Japanese mainland, gradually into the Middle East, Europe and other parts of the world with Asia as the center. The Corporation has more than 16,000 employees worldwide, providing goods and service to more than 80 countries and regions headed by China, Indonesia, India, the United States and other countries. Women's sanitary products, baby diapers, adult diapers, cotton pads and face masks, and pet-related products are the top five industry pillars of Unicharm. By the end of December 2018, the Corporation had made sales profit of 95.1 billion yen, with its sales up to 688.3 billion yen. Unicharm won the first place in the industry respectively in Japan, Indonesia, Vietnam, and Thailand.

In 1995, Unicharm entered the Chinese market with its



and cultures, to foster shared values. When encountering problems in your work, you can refer to the wisdom and experience in it to solve problems and seek guidance. One of the most important items I think in the handbook is 'The Principle of the Three Actuals', which is the so-called actual site, actual thing, and actual time (understand what is really happening by going the real place and checking out the real parts). Before coming to China, I also laid emphasis on 'The Principle of the Three Actuals' like this, and achieved an overwhelming NO.1 market share in Indonesia. So we can certainly achieve No.1. in China."

It is an important principle for market expansion that production must be market-oriented, close to the users and accurately and timely meet the diverse needs of customers. Mr. Yoshihiro Miyabayashi said, "We are very confident in the 'power of our products'. They have not only been counted as the best in the coastal cities such as Beijing, Shanghai and Guangzhou, but also rapidly expanded in the inland areas in China. Now with their incomes raised and lives improved, the Chinese people have increasingly high demand for the quality of daily-use consumables. When doing our business in China, we have always been maintaining the same high level of technology as in Japan and keeping the quality under strict control. A good product needs to satisfy not only ourselves but also the consumers by meeting their needs. So we did a lot of research to understand the actual state of life, the values, the local culture and the ideas of local consumers. Moreover, we also pay great focus to the study of human physiological structure, and use digital and visualized techniques to deeply understand the physiological laws of the human body, the baby's skeletal structure, the changes in brain waves after contact with different materials, and the different effects of different actions. Only after such a lot of research did we develop the new products. In the future, the Corporation will attach more importance to the Chinese market and will establish the first Digital Innovation Center of Unicharm in China, aiming to help Chinese consumers enjoy better products."

When it comes to the future, we have to talk about the



aging of society. Along with the economic development, the aging of society and the transformation of the concept of elderly consumers in China, the demand for adult diapers will further increase. Only the development and popularization of care products for incontinent adults can reduce the burden of nursing care for the elderly and improve the quality of their life. Consequently, whoever improves the quality and wins consumers will be the first to win the Chinese market. He pointed out, "The adult diapers produced by Unicharm allow elderly people to enjoy quality life in their later years. China has now become an aging society, and adult diapers will gradually be developed in China. Baby diapers have just been developed in China in the last 10 years or so. I think that 10 years later, adult diapers will also be popularized among elderly people in need.

By using our products, elderly people with incontinence can also travel, dance and participate in their favorite outdoor activities at ease. The demand for adult diapers from an elderly person



lasts at least 7 to 10 years, longer than that for baby diapers from a baby does, so it is more desirable for us to pursue high quality of adult diapers. In the future, we will be fully committed to the adult nursing business allowing more elderly people in need to use our products and extending their "healthy lives", so that they can live more comfortably and happily, and try our best to make contributes to the Chinese society!"

You become excellent through devotion, and excellence is the essence of a brand. Therefore only through devotion can you establish a brand. As a daily necessities giant, Unicharm has always been adhering to the concept of providing first-class products and services to the market and consumers since its establishment. Now that it has expanded its business from Japan to Asia and to the world, we believe that Unicharm will definitely achieve its goal to become NO.1 in the global industry of daily necessities in the near future!

