

# Innovation is the DNA of Brother Group 创新是 Brother 集团的 DNA

—— Interview with Mr. Yin Bingxin, President 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

日本 Brother 集团是全球知名的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誉世界，发展至今的 110 余年里，Brother 努力在全球树立一个创新、领先、精益求精的企业形象。Brother 创业于 1908 年，以缝纫机修理业务起步，在随后百年发展中，先后生产了打字机、传真机、打印机、标签机等产品，目前，Brother 集团在全世界 40 多个国家与地区拥有众多生产基地及

销售与服务网点，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。

2005 年 Brother 集团在中国设立全资子公司——兄弟(中国)商业有限公司（以下简称兄弟(中国)），在短短的 14 年里，兄弟(中国)取得了令人瞩目的成绩——过去 14 年是 Brother 集团在中国蓬勃发展的 14 年，是一家卓越的外资企业与中国市场共同成长的 14 年，更是一个“在中国诞生，伴中国成长”并逐渐成长为中国本土化企业的 14 年。14 年来，兄弟(中国)在 Brother 集团的业绩占比越来越高，兄弟(中国)的市场表现也越来越抢眼，不断实现着跨越式发展。

在纪念新中国建国 70 周年之际，本刊记者在兄弟(中国)总



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, President and CEO of BROTHER (CHINA) LTD.

□本刊记者 李莉 刘新洁

部上海，采访了董事长兼总经理尹炳新先生。2018 年，尹炳新先生获得了“改革开放 40 年·中国经济 40 人”的荣誉称号，同时也代表兄弟(中国)领取了“新时代中国经济创新企业”奖。这是对兄弟(中国)深耕中国市场多年，一直竭力服务中国用户，和中国经济共同成长壮大的最好褒奖，更是对百年 Brother 集团在华发展、坚持创新、坚持共赢的最好鼓励。

在经历了中国经济

大环境的考验以及愈来愈激烈的市场竞争磨砺后，兄弟(中国)不断与时俱进，紧跟市场变化来制定发展战略，这些年一直保持了较高的增长速度。兄弟(中国)14 年来在华成功发展的背后究竟蕴藏着怎样的核心竞争力以及战略眼光？记者在采访兄弟(中国)商业有限公司董事长兼总经理尹炳新先生后找到了答案，在一个多小时的采访中，尹炳新先生为本刊记者详细介绍了 Brother 在华取得的发展成就及成功要素。

尹总分析说：“兄弟(中国)所具有的最大核心竞争力就是整体创新能力以及对市场的了解程度。可以说，‘不断变革’、‘不断创新’写进了兄弟(中国)的 DNA。我们是 2005 年成立的，竞争对手比我们提早 10—20 年在中国发展，而我们是从零起步，发展到今天殊为不易。Brother 集团是拥有百年历史的企业，谈到



创新，我们有底蕴有基础。我们不断研究中国市场，贴近中国市场，制定更符合中国市场的发展战略，比如我们的产品是听取了用户的声言而开发的，我们构建的渠道销售架构也不同于其他竞争对手。实践证明，兄弟(中国)采用的符合中国本土化的商业模式是成功的。可以说，不断创新变革就是 Brother 集团的 DNA。”

凭借着整体创新能力以及对中国市场的了解，近些年，兄弟(中国)业务发展迅猛。中国政府提出的“十三五规划”和“中国制造 2025”都是宏大的发展战略，其核心是中国创新，将加速中国从世界制造大国到制造强国的转变。同前些年相比，兄弟(中国)更加努力开发适合中国市场的产品。在采访中，尹炳新先生告诉记者，为了应对中国市场的快速变化和更好服务中国的用户，2010 年在杭州成立了除日本总部外的首个研发中心——滨江兄弟信息技术(杭州)有限公司，力求通过本土化研发体系的建立，

开发更符合中国用户需求的产品。结合在深圳、珠海的工厂，中国已成为集团在海外唯一一个集商品研发、生产、销售、售后服务为一体的国家。这意味着，兄弟(中国)不仅可以为用户提供高性价比的产品，还可以针对客户的个性化需求提供针对性的产品，包括从硬件到软件的综合解决方案，并由专业的团队提供专门的服务，可以更好为中国顾客量身定制产品，更加快速地满足中国顾客的一些特殊需求。

如今杭州滨江兄弟已经成为 Brother 集团在中国的创新大本营，在这里，兄弟(中国)与滨江兄弟携手

不断创造适合中国市场的新产品及解决方案，以加强 Brother 集团的本地化创新和服务能力，为中国制造向中国智造的转变贡献着自己的一份力。

尹炳新先生就企业文化创新方面继续为记者介绍说：“我们不仅在产品和技术上创新，在企业文化上也不断创新。Brother 集团成立之初，希望能生产出优质的缝纫机产品，从而改变日本从国外进口缝纫机的现状并最终实现海外出口。当年，我们的理念是创造愉快的工作环境，为想工作的人提供工作机会，公司成立之初就能提出这样的理念来，想来非常令人钦佩，到今天仍然体现了兄弟的企业文化。经过创新发展，现在我们的企业文化增加了很多新的内容，比如教练研修制度、对地区社会的企业社会责任贡献等。”

一个成功的企业首先要有高屋建瓴的发展战略，要有未雨绸



缪的战略眼光，更要有永续发展的优秀企业文化。正是有了这些战略和制度的保驾护航，才使企业能拥有具备核心竞争力的产品并占领市场制高点。毋庸置疑，作为百年老店，Brother集团一直都未停下脚步，作为一家崇尚技术的企业，兄弟一直在创新的道路上砥砺前行，从缝纫机修理开始，不断推出新的技术和研发成果。从Brother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集打印、复印、传真、扫描于一体的多功能一体机，从缝纫机修理起步的Brother集团，如今产品已经遍及打印及解决方案、家用机器、产业设备等广泛领域，在全世界超过40个国家和地区开展符合当地需求的商业活动，推进全球事业扩展。谈到产品和技术创新时，尹炳新先生继续分析说：“上世纪90年代，兄弟在业内首创一体机概念，就是将打印、复印、扫描、传真等四大功能集中在一起，席卷了办公自动化市场。还有兄弟标签机的覆膜专利技术，内置墨仓产品，以及去年新推出的‘按需供粉’激光产品，兄弟的创新都是走在业界前沿。在智能化方面，兄弟也推出了自动双面打印、无线功能、触摸屏等功能。另外我们也增添了很多APP应用，包括手机打印、微信打印、云打印等。这样不仅可以降低用户的使用成本，还能做到更环保、更高效。”

凭借集团一百多年雄厚的技术积累和永不停歇的创新所蕴含的DNA，兄弟(中国)自成立之日起，业绩就不断创造新高。经过10多年的耕耘，兄弟(中国)的各项事业取得了不俗的业绩，名列前茅。

在一个多小时的访谈里，“创新”始终是提及频率最高的词汇。无疑，创新研发已成为兄弟(中国)最重要的关注点，因为只有不断创新，才能不断满足中国市场对最新技术的产品需求并有效应对市场的各种挑战。在采访快要结束的时候，尹炳新先生展望了未来兄弟(中国)的发展蓝图，他说：“2018年，

Brother集团全球销售额达到近7000亿日元，兄弟(中国)业绩也实现了跨越式发展。这些年，我们做到了稳步增长，渠道体系建设也不断稳固扩大，如果说未来发展战略，那就是‘优化收益，加速成长’。今年是集团新三年计划的CS B2021的起点，公司要迈上一个新的台阶。我希望兄弟(中国)三年内要实现‘优化收益，加速成长’。同时，我希望在中国研发出更多的新产品，在满足国内市场的同时也可以向全球销售。这就是我们的新三年计划。”

我们相信，在中国工业化、现代化、智能化进程中，兄弟(中国)必将发挥更加积极的作用。正如尹炳新先生分析的那样，中国正在从中国制造向中国智造升级转型，在未来创新发展的道路上，兄弟(中国)将有更为优异的表现。最后，尹炳新先生欣喜地告诉记者，今年进博会，兄弟(中国)已经率先报名。在第一届进博会召开时，兄弟(中国)和2010年上海世博会汽车馆总导演曹启泰先生的团队合作策划了的首届进博会展馆，将艺术与科技完满融合，展示了兄弟卓越的系列产品和解决方案。在第二届进博会中，Brother集团将在场地面积上也做到倍增，达到400平米。预计，在第二届进博会上，Brother集团将在第一届的基础上增设工业缝纫机、数控机床、服装打印机、音响、八音盒等产品线的展示区，让更多的专业观众了解兄弟，爱上兄弟！而我们也更有理由憧憬，凭借兄弟(中国)在本土的研发力量，兄弟(中国)必将雄鹰展翅，飞向更广阔的苍穹！



标签打印机



彩色激光多功能一体机



黑白激光多功能一体机



商用绣花机

The Brother Group is a world-renowned company dedicated to producing diversified products for office communications, especially in the fields of business machine, communication product and industrial machinery. In the 110 years since its development, it has been committed to establishing a corporate image featured by "innovative, leading, and striving for perfection" in the world. The Brother Industries, Ltd. started its business by offering repair services for sewing machines in 1908. During its development in the following 100 years, the company manufactured many products, such as typewriters, fax machines, printers, and labeling machines. At present, the Brother Group has production bases, sales and service outlets in more than 40 countries and regions around the world, and at the same time, a "Brother Globalization Strategy" centered on the communication and printing equipment such as printers and MFPs has been established to provide quality products and better experiences for users around the world.

In 2005, the BROTHER (CHINA) LTD. [hereinafter referred to as Brother (China)], a wholly-owned subsidiary of Brother Group, was established in China. In just 14 years, remarkable achievement has been made by Brother (China). The past 14 years have witnessed booming development of Brother Group in China, which grows together with the Chinese market as a remarkable foreign-invested company, and gradually becomes a local enterprise in China as a company which was "born in China and growing with China". In the past 14 years, Brother (China) has been increasing its weight in the performance of Brother Group and has seen steady growth in market share in China, realizing great-leap-forward development continuously.



电脑绣花缝纫一体机



智能手机标签打印机



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, President and CEO of BROTHER (CHINA) LTD.

On the occasion of commemorating the 70th anniversary of the founding of the People's Republic of China, the journalist made an interview with Mr. Yin Bingxin in Shanghai, the headquarters of the Brother (China). In 2018, Mr. Yin won the honorary title of "40 years of reform and opening up • 40 figures in China's economy", and also received the prize of "Chinese Economic Innovation Enterprise in New Era" on behalf of the Brother (China). This is the best compliment to the Brother (China), which has been working hard in the Chinese market for many years, always been dedicated to serving the Chinese users and grows with the Chinese economy together. And this is also the best encouragement to the century-old Brother Group, for its development in China and persistence in innovation and a win-win situation.

After standing the test of China's economic environment and the increasingly fierce market competition, the Brother (China) advances with the times and keeps up with market changes to formulate development strategies so that it has maintained a high rate of growth these years. What are the core competitiveness and strategic vision of Brother (China) behind its 14 years' successful development in China? The journalist found the answer after interviewing Mr. Yin, President and CEO of BROTHER (CHINA) LTD. During this more-than-one-hour interview, Mr. Yin gave a detailed introduction to the development achievements made by the Brother Group in China as well as its keys to success.

Mr. Yin said, "the maximum core competitiveness of Brother (China) is the overall innovation capability and our understanding to the Chinese market. "Reform" and "Innovation" are incorporated into the DNA of the Brother (China). We were established in 2005, while our competitors had taken their root in China 10 to 20 years earlier. We started from



scratch and we are not easy to be here today. Brother Group is a company with a history of 100 years. When it comes to innovation, we can say that we have a foundation. We keep studying the Chinese market, pressing close to the Chinese market, and developing strategies that are more in line with the development of the Chinese market. For example, our products are developed after listening to the advices of the users, and the marketing channels we built are also different from those of our competitors. Practice has proved that the localized business model adopted by Brother (China) is successful. So to speak, continuous innovation and change is the DNA of Brother Group."

With the overall innovation capability and its understanding to the Chinese market, the Brother (China) has developed rapidly in recent years. The "13th Five-Year Plan" and "Made in China 2025" proposed by the Chinese government are grand development strategies focusing on Chinese innovation, which will accelerate China's transformation from a manufacturing country to a manufacturing power. Compared with previous years, Brother (China) now is making more efforts to develop products that are more suitable for the Chinese market. In the interview, Mr. Yin told the journalist that, in order to cope with the rapid changes in the Chinese market and better serve the Chinese users, in 2010, the first R&D center besides its headquarters in Japan - Brother System Technology Development (Hangzhou) Ltd. was established in Hangzhou. By establishing the localized R&D system, it strives to develop products that meet the needs of the Chinese users. Incorporating the factories in Shenzhen and Zhuhai, China has become the only country in the world that integrates the Group's product research and development, production, sales and after-sales service. This means, in addition to the cost-effective products, Brother (China) can also provide users with customized products tailored to the customers' individual needs, including comprehensive solutions including hardware and software, and specialized services can be provided by professional teams to provide customized products to Chinese customers to meet their special demands efficiently.

Now, the Brother System Technology Development (Hangzhou) Ltd., headquartered in Binjiang, Hangzhou, has become the innovation base of Brother Group in China where

Brother (China) and Brother (Binjiang) are working together in creating new products and solutions more suitable for the Chinese market to strengthen the localization innovation and service capability of the Brother Group, and making a contribution to the transformation from Made in China to Created in China.

When it comes to corporate culture innovation, Mr. Yin continued the topic and said, "our innovation not only lies in products and technology, but also in corporate culture. Upon establishment, Brother Group was dedicated to producing high-quality sewing machines, so that Japan would not have to import sewing machines and ultimately realizes export in this trade. We were aimed to create a pleasant working environment and provide job opportunities for those who want to work. It is praiseworthy to come up with such concepts in those years, and today, they are still a mirror to the corporate culture of the Brother Group. With innovative development, our corporate culture has been enriched, such as the coach training system, contribution to the enterprise social responsibility of the local society"

A successful enterprise must first have a strategically-situated development plan, take preventive measures, and develop an ever-enriching splendid corporate culture. It is with these strategies and systems that the company can produce competitive products and dominate the market. Undoubtedly, as a century-old store, the Brother Group has never stopped. And as a company advocating technology, the Brother Group has been forging ahead on the road of innovation, and introducing new technologies and research and development results continuously starting from sewing machine repairing. From the world's first high-speed dot matrix printer to the multi-function printer integrating printing, copying, faxing and scanning functions launched in mid-1990s, the Brother Group, which started from sewing machine repairing, now has products in a wide range of fields such as printing and solutions, home machines, industrial equipment, and is carrying out commercial activities in line with local demands in more than 40 countries and regions around the world to promote its business expansion worldwide. When it comes to product and technology innovation in advancing the expansion of global business, Mr. Yin said, "In the 1990s, the all-in-one machine

concept initiated by Brother Group integrates printing, copying, scanning and faxing and has swept the office automation market. There are also the patented technology of lamination for the labeling machine of the Brother Group, the built-in ink tank products, and the 'supply powder on-demand' laser products newly launched last year, with all the innovation technologies at the forefront of the industry. In terms of intelligentization, functions such as automatic two-sided printing, wireless function, and touch screens are also released by the Brother Group. In addition, a lot of APP applications have been added into our products, such as mobile printing, WeChat printing and cloud printing. In this way, the user's cost is reduced, and it is more environmentally friendly and efficient."

Thanks to its strong technical power gained through more than one hundred years of accumulation and never-ending innovation concept, Brother (China) has achieved new highs continuously since its establishment. After more than 10 years of hard work, it has obtained outstanding results in various aspects and are listed among the best of its kind.

In the more-than-one-hour interview, "innovation" has always been the most frequently mentioned word. Undoubtedly, innovative R&D has become the most concerned issue of Brother (China), because only by continuous innovation can the company continuously meet the demands of the Chinese market for the latest technology products and cope with the challenges of the market effectively. At the end of the interview, Mr. Yin described the blueprint of Brother (China), "In 2018, the global sales of Brother Group reached about JPY 700 billion, with its business seeing a leap-forward development. In recent years, we have maintained steady growth and expanded the



channel system steadily. As for future development, 'profits optimization and growth acceleration' is our strategy. This year marks the starting point of the New Three-year Plan CS B2021, and the company will step onto a new stage. I hope Brother (China) will 'optimize profits and accelerate growth' within three years. At the same time, I hope more and more new products will be developed in China, which may be sold to the world while satisfying the needs of the domestic market. This is our New Three-year Plan."

We believe that Brother (China) will play a more active role in the industrialization, modernization and intelligentization of China. As Mr. Yin analyzed, China is transforming from Made in China to Created in China, and Brothers (China) will perform better in the innovative development road. Finally, Mr. Yin told the journalist with delight that, Brother (China) has signed up for the coming China International Import Expo at the earliest time. At the first CIIE, Brother (China), with

the team of Mr. Cao Qitai, the chief director of the 2010 Shanghai World Expo Auto Pavilion, planned the first CIIE pavilion which fully integrated art and technology, demonstrating the excellent series products and solutions of Brother (China). At the second CIIE, Brother Group will also double its exhibition area to 400 square meters. It is expected that at the second CIIE, Brother Group will add exhibition zones for its industrial sewing machines, CNC machine tools, clothing printers, sounds, music boxes and other products on the basis of those put on exhibition at the first CIIE, so that more professional audiences can get to know about Brother, and fall in love with Brother! We are more confident that with the local research and development strength, Brother (China) will grow stronger and enjoy a brighter prospect!

