

燕化永乐董事长蒋勤军： 共享丰收之乐

文 / 陈超 侯杉珊

就 读中欧国际工商学院EMBA课程，促成了蒋勤军（EMBA 2002）的第二次创业。北京燕化永乐生物科技有限公司（以下简称“燕化永乐”）不仅是其小组毕业论文的研究对象，更被他和同学们在毕业后集资收购，成为将“纸上谈兵”真正付诸实施的鲜活实践案例。

十年一晃而过。蒋勤军带领燕化人改体制、搞科研、拓市场、创品牌，齐心协力，令这家原本濒临倒闭的国营农药厂重焕生机，摇身变为跻身行业前列的国际化农药企业。如今的燕化永乐，拥有过百项专利产品，多个明星产品单品年销售额过亿元，营销网络深入全国农业重点地域，并成功打入南美及东南亚市场，形成了可持续发展的稳健格局。

中欧社区源源不断的智慧和资源支持，成为蒋勤军创业

道路的坚实后盾。他在1999年率领几位大学同学创立的北京高盟新材料股份有限公司，已于2011年成功地在深圳股票交易所创业板挂牌上市。燕化永乐的发展历程更是凝聚着来自中欧学院领导、教授、校友及校友企业的多方“合”力。2012年，燕化永乐成功引进了中欧校友蔡明泼（EMBA 2004）管理的凯辉私募股权投资基金，为下一步发展注入新的活力。

2013年，蒋勤军重回母校，成为中欧新生代创业领袖成长营的第二期学员，反刍创业经验。与此同时，燕化永乐也正在酝酿上市计划，预计将在2014年提交上市申请。燕化永乐期望在更高、更大的平台上，向“成为一家在生物农药领域具有国际影响力的跨国公司”的宏伟目标阔步前进，实现让全世界“共享丰收之乐”的美好愿景。



Yoloo Chairman Jiang Qinjun:

Sharing the Joy of a Good Harvest

By Kelly Chen & Stella Hou

It was his CEIBS study experience that gave Jiang Qinjun (EMBA 2002) the courage to take the leap into entrepreneurship a second time. In a vivid example of “putting theory into practice”, after graduation Jiang and his CEIBS classmates raised the money to acquire the almost-defunct state-owned factory that had been the subject of his team’s graduation paper. Within ten years, Jiang Qinjun and the team at Yoloo had transformed the factory’s management system, built an innovative research and development (R&D) department, patented more than 100 products, entered international markets, and Beijing Yoloo Biological Science Company Limited is well on its way to becoming one of the leading companies in the global bio-pesticide sector.

Its marketing network has deep roots throughout China’s key agricultural areas, and has made Yoloo a trusted brand among domestic farmers. The company has also expanded into the South American and Southeastern Asian markets. As the company has steadily progressed, it has enjoyed help from the CEIBS community: presidents, professors, alumni and alumni enterprises. In 2012, Yoloo received a boost with an investment from Cathay Capital PE, an investment fund managed by CEIBS alumnus Cai Mingpo (EMBA 2004).

This is the second start-up for Jiang Qinjun. He founded his first company, Beijing Comens New Materials Company Limited, in 1999 together with a few university classmates and it went on to be listed on ChiNext, the GEM Board of Shenzhen Stock Exchange in 2011.

This year, Jiang Qinjun has returned to his alma mater to attend the 2nd CEIBS Entrepreneurial Leadership Camp, where he is looking forward to sharing his entrepreneurship experiences and learning from his classmates and the CEIBS faculty. Yoloo is planning for a stock market listing and hopes to submit its IPO application next year. The company’s vision is to share with the world “the joy of a good harvest”, and it aims to play a bigger role in the global agricultural chemical sector.

TheLINK: Why did you decide to take on Yoloo?

Jiang Qinjun: At the end of 2003, I teamed up with six classmates who had also worked in the chemical sector. We “chemical guys” were discussing the subject of our graduation paper. I had a friend working for Beijing Yongle Farm Chemical Factory, which at that time was nearly defunct. I suggested that we do some research into the agricultural chemical business by looking at that factory as a model, and then we began discussing the development strategies for a new agricultural chemical enterprise. This is how the factory became the subject of our team’s graduation paper.

While doing the background analysis, we found that the agricultural chemical business had great promise because the most important issue concerning the well-being of Chinese people – food – depends on it. However back then there were no noteworthy local enterprises in this sector in China. The largest Chinese agricultural chemical enterprise had an annual output of just over RMB 1 billion, not to mention the looming threat of foreign competitors. Meanwhile, the

“最终我们募集了1300多万元并购组建燕化永乐,其中500多万元都是来自同学们的投资,直接和间接持股的中欧同学达到80多人。”

《TheLINK》:您当初为什么会选择燕化永乐进行第二次创业?

蒋勤军(以下简称“蒋”):这起源于我在中欧的小组毕业论文。2003年底,我和另外6个化学行业的同学组成了“化学小组”,共同讨论小组毕业论文的选题。我有个朋友在北京永乐农药厂,当时它已经濒临倒闭,我便提议可以以其为样本,对农药行业进行研究,探讨新型农药企业的发展战略。随后我们小组正式确定了这一选题。

在背景分析过程中,我们认为农药行业是一个值得关注的行业,它关系到中国最根本的粮食安全问题。但在中国,这个行业尚未出现本土龙头企业,当时业内最大的企业年产值只有十几亿元,且面临着跨国企业的强势竞争。与此同时,农药行业也酝酿着产品升级换代的革命性变革,原先的高毒农药逐步被严令禁止使用,新型绿色农药产品的研发刻不容缓。因此,我们的课题小组针对公司战略、产品规划以及营销战略等方面都进行了详细的探讨和规划。

2004年从中欧EMBA课程毕业时,我们的小组论文取得了最高分的好成绩。这给了我们很大的鼓舞和信心,也让我产生了把理论化为实践的想法,决定通过收购接管这家企业。想法一说出来,得到了中欧同学们非常积极的支持和响应。大家纷纷以不同的形式参与投资。最终我们募集了1300多万元并购组建燕化永乐,其中500多万元都是来自同学们的投资,直接和间接持股的中欧同学达到80多人。

我当时仍在高盟新材工作,但是同学们的热情让我感到了肩头责任的重大。于是我逐步将主要精力转移到燕化永乐上来。

《TheLINK》:燕化永乐是如何通过改体制、搞科研、拓市场、创品牌,走上正轨,实现顺利发展的?

蒋:首先,在管理上,燕化永乐从此前的国企运作机制改为市场化运作机制,建立市场意识,积极参与市场竞争。这种市场意识第一时间体现在产品研发上。因此我们选择开发的都是高效低毒的农药品种,尤其重视生物农药。

农药的研发是一个漫长而严谨、需要市场前瞻性并花费大量时间精力的过程。我们每开发一种农药产品,受季节、地域等因素的影响,前期实验至少需要花费一至两年的时间,在正式报批的时候还需要委托国家权威部门进行长达两年的多地实验。因此,我们必须从一开始就制定产品战略规划,根据市场需求,设计好产品研发方向。

我们在研发上已经逐步具备行业领先性。我们在生物农药方面的核心研发能力主要围绕着基因菌种技术、发酵技术和制剂技术构建,针对这三个环节分别建立了研发中心,并且都取得了一定成果。现在公司已经拥有100多个发明专利,其中基因技术专利预计到今年年底将达到10多个,这是很不容易的。除了自主研发外,我们还与很多机构进行合作,比如联手中国科学院、中国农业科学院和一些高校共同开发前沿性技术。

此外,我们从一开始就非常重视建设品牌形象。我们要做的就是让消费者对我们的产品形成正向的概念。农药对于农民来说是一种神奇的



应陶氏化学邀请,参加世博会美国馆活动
Invited by Dow to participate in activities at
the US Pavilion during World Expo 2010.

agricultural chemical industry was facing revolutionary changes. Products were being upgraded, old and highly toxic agricultural chemicals were gradually being taken off the market and new, environmentally-friendly products had to be developed as quickly as possible. Our team was discussing detailed plans for the factory's corporate strategies, product line-up and marketing approach.

When we graduated from the CEIBS EMBA Programme in 2004, our graduation paper received the highest score; this inspired and emboldened us. I began to entertain the idea of "putting theory into practice". I thought: Why not raise some money and take over the factory? When I shared my idea with my classmates, they were very enthusiastic about the project and responded with various forms of investment. We eventually raised RMB 13 million – which included RMB 5 million from more than 80 CEIBS classmates who invested through direct or indirect share-holding – and acquired the factory. We then restructured it into what is today, Beijing Yoloo Biological Science Company Ltd.

At that time, I was still working at Beijing Comens New Materials Company Ltd. However, my classmates' enthusiasm about the new project made me realise where my responsibilities lay and I began to shift my attention to Yoloo.

TheLINK: Can you tell us how you went about re-engineering the Beijing Yongle factory to build the Beijing Yoloo Biological Science Company?

First of all, it had to be transformed from a state-owned system to a market-oriented one. It had to focus on market demand in order to prevail among its competitors in the market. This can be seen in our approach to R&D, as we choose to develop high-efficiency, low-toxicity products, and specialise in the area of biological agricultural chemicals.

The development of an agricultural chemical is a long and rigorous process that requires a lot of time and investment, along with a forward-looking view of market demand. Each time we develop an agricultural chemical, we must do one to two years of preliminary testing that includes factors such as season and location. Once we file the patent application, the relevant government offices then conduct their own required tests at multiple locations for



2012年4月,燕化永乐与法国凯辉基金在中欧北京校园举行签约仪式。Yoloo and Cathay Capital participated in a signing ceremony at CEIBS Beijing Campus in April 2012.

another two years. Therefore, we must devise a package of product strategies and design their R&D orientations from the start.

We are on the way to becoming the sector-leader in terms of R&D. Our core R&D strengths in the area of bio-pesticides are based on the technologies we use for genetic bacterial cultivation, fermentation and chemical preparation. We have established R&D protocols for these three procedures and have had much success. Today, the company boasts over 100 patents, and by the end of this year we'll have more than 10 patents in genetic technologies – an impressive feat by any means. In addition to doing independent R&D, we collaborate with scientific institutions, such as the Chinese Academy of Sciences, the Chinese Academy of Agriculture and some universities, to develop cutting-edge technologies.

TheLINK: How did you establish and build the Yoloo brand in the marketplace?

We have worked from the start to create a good brand image. We instil in the minds of our consumers a positive perception of our products. Agricultural chemicals are a wonderful thing for farmers. For example, herbicides remove the weeds from farmland without harming the crops. Bactericides help to restore an ailing crop to health,



参加印度展会 At an exhibition in India.

事物,比如除莠剂能够除去农田中的杂草而留下庄稼,杀菌剂能让得病的作物恢复健康,植物生长调节剂可以改变植物的生长性状等……这其中具体的科技原理,农民其实并不懂。因此农民在选购农药时,很重视品牌,愿意多花钱买好产品;这对他来说意味着一年的收成和生计,马虎不得。农药品牌承载着农民信任和托付。

这些举措帮助燕化永乐走上了健康发展的道路。在公司业绩上,我们从零起步,目前已进入国内行业前十之列。我们重点发展的生物农药业务,这几年来每年的增长都达到50%左右。

《TheLINK》:目前中国本土农药行业正面临“销多利少”的困境,跨国企业在国内市场逐渐形成垄断地位。您认为,以燕化永乐为代表的本土企业应如何积极破局?

蒋:在我刚进入这个行业的时候,外企在国内的市场份额还只有20%左右,到2012年,这个数字已经上升至近39%,几乎翻了一番。跨国企业的优势很明显。他们有巨额的研发投入,仅拜耳公司每年在农药研发方面的投入便达到近6亿美元,相当于国内第一大农药企业的全年销售额。他们凭借优秀的专利和高品质的产品,占据了越来越大的市场份额。

但是,本土农药企业并非没有机会。从全球的农药市场来看,非专利产品市场占75%,而专利产品市场只占25%,也就是说,即使在25%的专利市场上外企由于高投入占据了领先地位,但在剩下的75%市场上,国内企业完全可以做得更好。

为了拥有与跨国企业的抗衡竞争之力,燕化永乐在保证产品高品质的基础上,选择以渠道为突破口,让我们的优质品

牌形象深入基层。做透基层农民工作、树立品牌形象是我们的重要战略。在这一点上,我们有条件比跨国企业做得更深入。

我们充分利用本土优势,在全国开展了DYKR (Distributor Yoloo Key Retailer, 关键零售店) 系统建设。自2006年以来,我们已经建立了超过10000个关键终端零售店,覆盖除西藏、台湾以外的全国各省市,网点遍布1000多个县。其中有500个县是我们圈定的重点区域,分别设立了20个以上的关键终端店。跨国企业定价较高,留给渠道经销商的利润空间不多,我们则在渠道建设上极力共享利润,实现双赢。

基于DYKR系统,我们经常向农民发放试用药品,向他们展示或邀请他们参与实验过程,并频繁开展示范推广会和农民培训会,采取各种生动有趣的活动形式,为他们讲解农药知识、种植技术、农田管理和作物销售方法等;农技下乡,寓教于乐。DYKR系统可以说是我们的“杀手锏”。我们的销售人员典型形象就是上面穿西装、打领带、戴眼镜,下面穿雨鞋、裤脚沾泥,既有专业性,又能够融入到群众中。

得益于良好的渠道和品牌,我们的新产品一经推出,便可以迅速占领市场。近两年,我们的部分优秀产品在面市第二年或第三年内实现了10%的市场占有率,这在国内非专利产品领域是其他企业从未达到过的高度。国内某些知名企业,产品有两千多个,年销售额也超过十几亿元,但是折算到每个产品的平均年销售额只有五六十万元。我们的产品并不多,重点产品也就十几个,但平均年销售额能达到几千万元,单品年销售额最高能达到近两亿元。产品销量一旦形成规模效应,我们便可以有效控制成本,较好地解决了“销多利少”的问题。

and plant growth regulators make adjustments to the crop's growing stages. The scientific reasons behind these magical effects are incomprehensible to most farmers, so when purchasing agricultural chemicals they trust a strong brand. They are willing to pay more for better quality, because their choice may mean a year's income and livelihood, which are not to be trifled with. That is why the brand represents the sum of farmers' faiths and hopes.

These strategies have helped Yooloo grow and prosper. In terms of balance sheet performance, we started from scratch but are now among the top 10 in China. The business for bio-pesticides, which is our priority area of development, has seen an annual growth rate of around 50% in recent years.

TheLINK: China's domestic pesticide industry is now facing the predicament of "large sales versus small profits", while multinational corporations (MNCs) are gradually establishing a monopoly in the Chinese market. How can domestic companies like Yooloo compete?

When I first entered this industry, foreign companies occupied only about 20% of the market share in China. By 2012, their market share had almost doubled, to nearly 39%. Foreign companies have obvious competitive advantages. Their R&D investment is huge. For example, Bayer invests nearly US\$ 600 million into pesticide R&D every year, which is equivalent to the annual sales of the biggest Chinese pesticide company. Foreign companies such as Bayer are gaining market share with their excellent patents and superior products.

However, it's not that domestic pesticide companies have no opportunities. A look at the global pesticide market tells us that non-patented products make up 75% of the entire market, while patented products make up only 25%. That means, despite the leading role foreign companies currently have in the area of patented products thanks to their huge R&D investments, domestic companies can do better in the remaining 75% of the market.

To compete with the MNCs, Yooloo has focused on utilising sales channels as its breakthrough point while also making sure that our products are of superior quality, and making sure the Yooloo brand image is known at the grassroots level. One of our important strategies is to promote awareness of our brand among farmers. We can do this better than the MNCs.

TheLINK: What are some of the innovative ways you have utilised your domestic sales channels to compete with the MNCs?

We have taken advantage of our domestic base and developed our nationwide DYKR (Distributor Yooloo Key Retailer) system. Since 2006, we have established over 10,000 DYKRs, covering all provinces and municipalities across China except Tibet and Taiwan. We have offices in over 1,000 counties, and chose 500 of these counties to be our key areas. We have set up more than 20 DYKRs in each key area. The DYKR system is our trump card. Our typical salesperson is a man who wears a suit, tie and glasses, along with galoshes and trouser cuffs that are caked with mud. They are professionals who get along well with farmers.

MNCs price their products rather high, which leaves little profit margin for the sales channels. We try our best to develop our sales channels by sharing our profits and striving to develop win-win partnerships with them. Utilising our DYKR system, we often provide trial products to farmers, invite them to participate in our experiments, and organise frequent promotion and demonstration events and training sessions. We organise various activities to teach them about pesticides, planting technology, farmland management and crop selling.

Thanks to our extensive sales channels and good brand image, our new products have rapidly gained traction in many markets soon after launch. In the past few years, some of our best products have enjoyed a 10% market share by their second or third year after launch, something other local companies have not yet achieved in the non-patented product segment. Some well-known domestic companies have more than 2,000 products and over RMB 1 billion in annual sales, but they have only an average sale per product of RMB 500,000 to 600,000. We have only a dozen or so key products, each of which has average annual sales of between RMB 10 to 90 million, and some single products have annual sales nearing RMB 200 million. Once we get scale in our product sales, we can more effectively control costs, thus solving the problem of "large sales versus small profits".

TheLINK: Would Yooloo consider entering into a strategic cooperation with any of its MNC competitors?

Facing these foreign companies, our strategy is

批准单位:中华人民共和国工业和信息化部
 主办单位:中国农药工业协会

承办单位:北京燕化永乐农药有限公司
 牡丹江佰佳信生物科技有限公司



2011年12月,燕化永乐承办的专题研讨会在人民大会堂召开。Yoloo hosted a seminar at the Great Hall of the People in December 2011.

《TheLINK》:在相互竞争的同时,燕化永乐是否也会与跨国企业进行合作?

蒋:面对这些外企,我们的策略是“与狼共舞”,在竞争的同时也进行合作。其实跨国企业进入中国市场,并不是为了打败本土企业或是破坏中国农业,从根本上讲,它们提供的优质产品是有助于中国农业发展的。

有些外企在国内的生产能力不强,我们会帮他们代工生产。在这个过程中,外企的管理方法、品质把控、安全和环保意识等,都会潜移默化地对我们产生影响。也有一些外企的部分产品在中国销路不畅,我们便利用渠道的优势,将这些产品和我们的产品进行互补搭配,组合销售。这一过程不仅能给我们带来利润上的收益,更重要的是,在与跨国销售团队的交流中,我们的营销团队也能学习成长。我们也在研发上和外企开展合作。他们有新式化合物方面的创新技术,我们有很好的本土化工艺和应用配方技术等,都可以有效结合。

所以其实我们双方有很多的合作切入点,我们也力图在竞争中共同成长。

《TheLINK》:燕化永乐今后有怎样的发展计划? 将会面临哪些主要挑战?

蒋:我们现在正在筹备上市相关事宜,一切顺利的话,希望在明年能够提交上市申请,上报材料。刚起步时,股东的投资就能够满足公司发展的资金需求,但是随着企业的成长,我们也需要在资本市场上进行融资。

我们面临的挑战有很多,比如团队的扩大对管理提出了新要求,产品线的丰富对营销带来了新挑战,还有社会上对食品安全的日益关注,对我们的技术研发能力也带来了更多考验。当然,这些并不是我们面临的最大挑战。最大的挑战在于,为了达成长远目标——成为一家在生物农药领域具有国际影

响力的跨国公司,我们需要进入一个个陌生的国度。

我们的国际化发展伴随着两个难题,一是要拿出质量过硬的产品,就像苹果(iPhone)手机一样,真正的好产品自然会受到各国人民的青睐;二是农药领域在各国都受到严格管制,不同的语言和法律环境对我们的团队来说都是巨大的考验。我们每进入一个新市场,都需要花费几年的时间用在当地注册并提供一系列的实验数据。这是一个既耗费资金、又耗费时间精力的过程。

目前我们的国际业务已经达到年销售一亿多元的规模,首批开拓的市场主要位于南美洲和东南亚地区。今后我们也计划逐步拓展,扩大国际业务范围。

《TheLINK》:您认为通过在中欧的学习,最大的收获是什么?

蒋:我在中欧的学习过程中,除了学到管理技能外,还学到了谦虚和信心。学到谦虚是因为很多校友比我更加优秀,学到信心是因为我觉得自己做得确实也不错。中欧的教授们授课深入浅出,我从中学到很多,并在实践运用中收效颇丰。

燕化永乐和中欧有着不解之缘,我在创业过程中也得到了来自中欧社区的很多帮助。中欧院长朱晓明教授十分关心燕化永乐的发展,吴敬琏教授还曾亲临我们的工厂考察指导。2012年4月,燕化永乐引入另一家校友企业——凯辉私募股权投资基金参与投资,签约仪式便是在中欧北京校园举行的,中欧管理委员会成员、副教务长许定波教授和院长助理葛俊先生都特意出席观礼。这在无形中使我们的投资者和合作伙伴对我们更有信心。我觉得中欧就像一个大家庭,大家的感情很深,合作起来也非常愉快。

最近中欧开始举办创业营,我报名参加了第二期,希望在工作十年后再次给自己一个学习和反思的机会,重回母校聆听教诲,并与各界创业人士进行切磋交流,学习先进的理念。

to “dance with the wolves”, working with them while competing with them. In fact, MNCs don’t enter the Chinese market intending to defeat domestic companies or to do harm to China’s agricultural sector. Basically, their superior products are helpful to the development of agriculture in China.

Some foreign companies don’t have strong manufacturing capabilities in China, so we help them arrange OEM manufacturing. Through this process, foreign companies’ management, quality control, security and environmental protection awareness, will help influence our company. Some of the foreign companies’ products don’t sell well in China, and we can take advantage of our sales channels to combine these products with ours. This not only brings us profits but also, more importantly, gets our sales team to grow through communication with the MNCs. We collaborate with foreign companies in R&D as well. They have innovative technology in new chemical compounds, while we have good localisation techniques and application recipe technology, and we can effectively combine these.

So, in fact, we can do quite a lot to cooperate, and we try to grow together during our cooperation and competition.

TheLINK: What are Yoloo’s plans for the future? What are the major challenges ahead for the company?

We’re preparing for our IPO, and if everything goes well, we hope to submit our application and related filings next year. When we were starting out, we could meet our capital demands through investment from our shareholders, but as the company grows, we need to raise funds through the capital market.

We face many challenges. A bigger team brings new demands for management, a richer product line poses new challenges to sales, and the increasing public attention being paid to food safety puts our technology and R&D capability to the test. Our biggest challenge is that we need to become a player in the global market in order to have a global influence in the bio-pesticide sector.

Our international development faces two challenges. First, we want to produce truly outstanding products, like the iPhone, which will be welcomed by many countries. Second,

many countries strictly regulate the pesticide industry and this, along with the different languages and environments, presents a huge challenge to us. For each new market we enter, we must spend a few years going through the required local registration processes and collecting many kinds of experimental data. This requires both capital and energy.

Now our international business has total sales of more than RMB 100 million, and our first overseas markets include South America and Southeast Asia. We will expand our international business step by step.

TheLINK: What do you think you gained most from your studies at CEIBS?

Apart from the management skills that I learned at CEIBS, I also gained modesty and confidence. I learned modesty because many alumni were more knowledgeable than I am, while I gained confidence because I thought I performed really well. Professors at CEIBS explained profound things in simply ways. I benefited a lot from their lectures, and I was rewarded quite generously when I put what I studied into practice.

Yoloo is tightly bound to our alma mater, and I received a lot of help from the CEIBS community when starting my business. CEIBS Executive President Professor Zhu Xiaoming has paid attention to Yoloo’s development, while Professor Wu Jinglian even came to visit our factory. In April 2012, Yoloo accepted the investment of another CEIBS alumni enterprise, Cathay Capital, and our signing ceremony was held at the school’s Beijing campus, with Associate Dean and member of the Management Committee Professor Xu Dingbo and Assistant President and Secretary of the CEIBS Foundation Ge Jun attending as special guests. All this support adds to our investors’ and our partners’ confidence in our company. I think CEIBS is like a big family, where we develop deep affection for one another, and our cooperation is really smooth and pleasant.

I recently joined the second session of the CEIBS Entrepreneurial Leadership Camp. I am looking forward to giving myself another opportunity to learn and reflect after a decade of work. I am eager to return to my alma mater to listen to the faculty, and get to know entrepreneurs from various fields and learn about their new ideas.