

NOROO



Autumn. 2018

Color & Speed

NOROO Quarterly Magazine | No.48, 2018

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Change quickly!

Klaus Schwab, executive chairman of the World Economic Forum, reiterates that the changes to be brought along by the Fourth Industrial Revolution are historic in terms of their speed, scope, and convergence. Indeed, speed has always been emphasized in business environment. It is also an important factor in the Fourth Industrial Revolution. The difference is the fact we must now look carefully into ‘how’ we should become fast. For instance, if we just accelerate without a sense of purpose, we may end up running faster around the same track. What we need is running faster based on accurate predictions of future changes. In short, our strategic aim should be acquiring speed with which we can outrun our competitors by coping with anticipated external changes faster and more creatively.

快速变化吧

达沃斯论坛的执行主席克劳斯·施瓦布主张说第四次工业革命的特征是迅速、范围及融合。经营中始终强调的速度在第四次工业革命中也是非常重要的因素。如今我们也必须思考应该“如何”快速地变化。没有目标、只是一味提高速度的话，也可能只是在同一个跑道上快速地转圈。现在需要的是预测速度、变化的速度。敏捷、创新地应对外部环境、领先竞争对手的速度必须成为我们的战略。



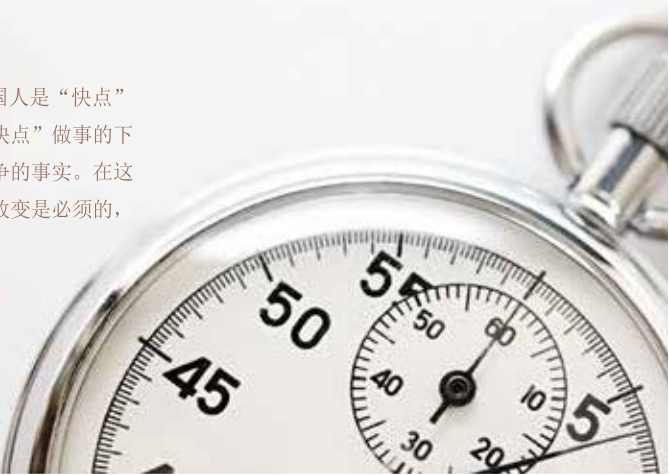
We need a ‘new type of speed.’

By_Kang Wu-ran

I read a joke on social media. It said that although Koreans are known to foreigners for keep shouting “Ppali-ppali (faster),” Koreans are taking a rest after having finished everything ‘fast.’ The joke implies that Koreans now enjoy the fruit of their ‘ppali-ppali’ work ethic. However, it sounds to me that Koreans have yet to find a motivation to rise and move forward ‘ppali-ppali’ once again. We have achieved a fast economic growth with our strengths in speed, but it is also true that we are now stalling. As we entered the age of uncertainty during which future changes were hard to predict, we lost our sense of direction and hesitated about where to go, raising doubts amongst ourselves about our advantage in speed. It is evident that we ought to change. However, the key is still the speed, but a new type of speed.

需要新速度

我在SNS上看到了这样一则笑话，说在外国人眼中，韩国人总是喊着“快点快点”，但其实韩国人是“快点”完成工作后去休息。笑话应该是想表达享受“快点”的成果之意，不过我却从中读出了几分“快点”做事的下一个阶段是无事可做的意思。韩国凭借速度优势取得了现在的发展，但如今有些踌躇不前也是不争的事实。在这个充满不确定性的难以预测的时代，失去方向感、犹豫不决，对速度的疑惧之心也逐渐增加。改变是必须的，但答案仍然是速度。我们其实是需要一种新的速度。



NOW, THE ‘EXPERIMENTAL SPEED’ IS THE KEY

There are many kinds of speed. In the 1970s-1980s, we called those with fast processes for each of their functions fast businesses. They were equipped with outstanding operational processes that enabled them to identify and eliminate elements of waste and inefficiency. We call this kind of speed the first-generation speed or the operation speed. As many businesses focused on improving their process efficiency, it became hard for them to maintain their competitive edge merely through operation speed. Thus, the strategic speed gained in popularity as the second-generation speed. From the second half of the 1990s to the second half of the 2000s, multinational corporations accelerated their growth and succeeded in globalization of their business operations through their speed in working out massive strategies, making large-scale decisions, and strengthening technological prowess. The operation speed was based on processes whereas the strategic speed was based on leadership. Competition has become more intense as the world has faced a few economic crises since then. Most companies are expected to generate lower profits while their return on investment continues to shrink. In such a low-growth era, businesses need to equip themselves with a different kind of speed. I would call the third-generation speed the ‘experimental speed.’ In the future, companies armed with the experimental speed will thrive in the market. The ‘experiment’ here does not refer to a laboratory experiment. It means a method whereby businesses can identify risks, discover solutions, and open new paths by boldly engaging in various trials. Development directions in the Fourth Industrial Revolution are closely linked to one another even among different industrial sectors. Failure in other industrial sectors can easily lead to my business

现在试验速度是关键

速度也分很多种。20世纪70～80年代，人们把各职能流程快的企业称为“做事快”，因为这些企业能够找出浪费与低效率因素，并将其改善为卓越的操作流程。这种速度被称为操作速度，也就是第一代速度。此后，大批企业开始专注于提高各自的流程效率，通过操作速度保持领先地位变得日渐困难。因此，战略速度开始作为第二代速度显现出差异性。20世纪90年代后期到21世纪初期，跨国企业以大战略与大型决策、技术实力中的速度提高增长速度并实现了全球化。如果说操作速度的基础是流程，那战略速度的基础就是领导力。但是，经历过多次经济危机以后，竞争变得愈加激烈，在如今企业经营成果与投资收益日渐降低的低增长时代，我们需要不一样的速度。我要把这第三代速度称为“试验速度”。发挥和运用试验速度的企业将在未来取得成功。这里说的“试验”可不是实验室中的实验，而是指通过不断尝试找到风险并发现解决方案、开拓新途径的试验，它与第四次工业革命中的发展方向彼此紧密相关。其他行业中的失败演变成自身行业的失败，这种情况也屡见不鲜。必须将快速观察、快速行动、失败后立

failure. Therefore, we must regard the experimental speed as the key factor in our operations so that we can observe and take actions quickly and move on to the next experiment when we fail. Strong CEO leadership and methodical executive power created leading companies during the era of the second-generation speed. In the era of the third-generation speed, corporate growth is fueled by individuals with a sense of ownership, small yet passionate teams, and corporate culture encouraging employees to get over failures and keep on taking initiative.

GOAL, AUTHORITY AND TRUST INCREASE SPEED

The organizational speed is influenced by three ‘drivers’ which are goal, authority, and trust. Now, the three drivers must be upgraded so that we can function properly during the era of experimental speed. The first driver ‘goal’ refers to the reason for corporate existence. During the third generation, the goal is less clear than in the second generation in terms of its paths and potential for success. That is why ‘a sense of purpose’ must be far clearer at the corporate level. The third-generation experimental speed begins to be developed when we collectively create a clear sense of purpose by asking questions horizontally and vertically about where we are heading, why we are going that way, what the external conditions facing us are like and what internal capabilities we have, and what we must do based on the competencies, in addition to our continuous efforts to experiment our ideas and figure out feasible paths based on the company’s variable development directions. Authority is the foundation of the speed that we are talking about. If a person without authority should play a leading role, it is like a track runner having to run in the air. However, many people work without any knowledge about the exact scope of their authority. More importantly, authority means little if an organization becomes bureaucratic, complacent with status quo, or extremely fearful of taking on risks or even making decisions just as authority gets lost if it is granted to employees habitually without much deliberation in an organization. To increase speed, it is necessary to minimize corporate hierarchy, simplify processes, clarify employees’ roles and responsibilities, and maximize individual employees’ authority. Most notably, the third-generation speed works best when authority is concentrated in the lower organizational levels. Trust, the third driver, serves as the lubricant for speed. It drives individuals to work creatively towards corporate goals. Conversely, without trust, individuals do not actively engage in creativity factors such as time, risk-taking, debate, compensation, freedom, and challenge. Trust is also essential to employees’ collective devotion to the achievement of organizational goals. Some companies choose control over trust because trust involves the risk of uncertainty. Many managers do not accept situations where their subordinates set up goals to pursue on their own. Clearly, their companies cannot compete with businesses equipped with the third-generation speed. Trust is significant in the era of the third-generation speed where companies move fast with their employees voluntarily taking on experiments and finding solutions for uncertain and complicated issues. Companies must increase mutual trust with their employees through improvements of various systems including the employee performance evaluation system.

YOU CAN SUCCEED ONLY AFTER MAKING SMALL FAILURES FAST MULTIPLE TIMES

Those who are accustomed to the first- and second-generation speeds will find it difficult to accept the third-generation speed. The reason is that the third-generation speed has ‘failure’ as its inherent element. Most notably, Korean companies have set big strategic goals and dealt with problems company-wide in real time. Therefore, they have not allowed their employees to engage in attempts for which trust was the basic requirement. That approach has helped the businesses accelerate their speed somewhat, but it has discouraged their employees from making attempts. Now it slows down their corporate growth because the business environment has become so uncertain and complex that they cannot figure out which way to go without their employees’ endeavor. We must permit numerous attempts to reduce the total size of unavoidable failures and find the path to success more quickly and effectively. Google intends to change the way human beings live. Amazon keeps on growing relentlessly. They made countless attempts and failures before finding the way to go. It is time for us to get on the third-generation speed characterized by goal, authority, and trust.

即开始下次尝试的试验速度视为关键。如果说强大的CEO领导力与机械般果断的执行能力创造了第二代速度的强者，那第三代速度的推力就来自于具备主人翁意识的个人、小但充满热情的团队、即使失败也可以主动找事做的自觉性。

目标、权力及信任提高速度

组织的速度由目标、权力及信任三个动因共同驱动实现。从现在起我们必须主动升级这些动因来寻找和发挥试验速度模式。目标是最重要的第一驱动力，也是企业存在的理由。但是与第二代目标相比，第三代目标的途径、能否达成全都不明确。因此，“目标意识”必须更加明确。对于要去哪里、为什么去、面临的外部环境与拥有的内部力量如何、应该以此为基础做些什么，我们应当横向、纵向地提出问题并回答，树立明确的目标意识，将公司变化莫测的发展方向性作为指南针，不断地尝试创意、寻找新途径，如此一来，第三代速度将会从这里开始。

权力是速度的基础。自主行动的人没有权力，就好比赛跑者脚下没有跑道一样。但实际情况是，工作中经常会有不知道自己的权限范围到哪里、浑浑噩噩工作的人。在官僚主义或惯性组织，极度回避风险、害怕决策的组织，以及没有实体、无意义地赋予成员权力的公司，权力也会消失或丧失力量。为提高速度，必须缩小组织的实质性阶层，在简单的流程中明确R&R（Role and Responsibility），增加每个员工的权力。组织下层拥有大量权力时，第三代速度将发挥得最好。

信任是第三个驱动力，也是速度的润滑油。只有信任，个人才能向着目标表现创意性。没有信任，就无法激发决定创意性的因素，即时间、风险承受、争论、奖励、自由、挑战。组织的合作与全体员工向着目标努力的专注中也少不了信任。因为伴随着不确定性的风险，有些企业也会选择控制而非信任。很多管理者不承认在组织下层、现场中自主制定目标的情况。但是凭借这种意识，将无法与第三代速度企业竞争。在通过成员们的自主试验、于不确定的复杂环境中发现答案、借此提高速度的第三代速度中，信任有着重大的意义。必须改善评估系统等组织内的系统，提高公司与职员间的信任度。

经历经常、微小、快速的失败才会成功

熟悉第一代与第二代速度的人将很难接受第三代速度，因为它将“失败”作为本源要素。尤其是韩国企业一直以来都是设定大的战略目标、共同实时解决发生的问题，因此不允许以信任为基础的小尝试。这种方式有时会对提高速度有帮助，但也切断了提出小尝试的道路并降低了速度。当前环境的不确定性与复杂性日益加剧，因此，如果没有小的尝试，根本就无法把握方向。必须通过无数的小尝试降低失败概率，允许失败，才能摸索成功之路。宣称要改变世界的谷歌，大胆进攻的亚马逊，全都在如同家常便饭的尝试与失败中寻找新出路。如今，我们也必须通过目标、权力及信任抓住第三代速度。



Our Winds of Change Generate Industrial Change

NOROO Loginet Co., Ltd. Offers Faster Service through Improvements in its Logistics System

Speed usually means the magnitude of the velocity of a moving object from one place to another. NOROO Loginet Co., Ltd. is among those that always place top priority on the speed of its services. Recently, NOROO Loginet Co., Ltd. has introduced the QR code system and begun using a messenger service to bring fundamental changes to its customer service system.

以变化的速度掀起风潮

NOROO物流有限公司，通过改善物流系统变得更快

速度的多个概念中，最普遍的就是“物理速度”，即某个物体以多快的速度从一个地方移动到另一个地方。最关注这种物理速度的地方，就是专业物流企业NOROO物流有限公司。为提高物流速度，NOROO物流有限公司引进二维码系统、灵活运用聊天工具等，快速地做出改变，在系统中掀起了变化的风潮。

In July 2018, NOROO Loginet Co., Ltd. started providing KakaoTalk messages to its customers about delivery instead of traditional text messages, which has been enthusiastically received by both employees and customers. That is not all. In 2017, NOROO Loginet Co., Ltd. introduced the QR code system to its delivery system to further improve its information accuracy. I met general manager Kyeon Seung-soo of Logistics Planning Team and manager Yang Sun-hee of Logistics Team 1 to hear about the company's diverse innovation efforts.

IMPROVE EFFICIENCY AND SPEED WITH THE QR SYSTEM

NOROO Loginet Co., Ltd. introduced the QR system in July 2017 and began to use the system comprehensively at the end of the year after going through a stabilization process. Asked about the motive of the system introduction, general manager Kyeon replied that it was primarily to improve information accuracy and availability. He said, "The introduction of the QR system has brought us more benefits than just its fast readability. For instance, we had to make five invoices when a dealer placed orders with us five times, and the number of invoices kept increasing as the number of orders rose. If a correction was made after loading was completed, we could not reissue the document so we had to make the correction by hand before reissuing the document later. Workload increased along with the likelihood of making errors in the process." Manager Yang added, "Some time ago, when a customer paid for something by credit card, a machine in the store printed the

自7月份起，NOROO物流有限公司将配送出发时向顾客发送的提醒短信改成了KakaoTalk，在顾客与营业网点现场赢得了热烈好评。不仅如此，去年还在配送系统中引进二维码系统，大幅提高了信息的准确性。在见到NOROO物流有限公司物流企划组的甄昇洙部长与物流一组的梁善喜科长后，笔者听取了他们对此举的看法。

通过二维码系统提高效率与速度

引进二维码系统是去年7月份的事，经过稳定化作业、正式开始使用则是年末的事。在被问及引进二维码系统的契机时，甄昇洙部长称此举是信息准确性与利用所必需的变化。“二维码系统带来了超出扫描二维码确认信息层面的变化。例如，过去在某个特约店发生五次订单时，必需制定五张运单。随着订单数增加，运单数也会不断增加。货物装车后即使订单量发生变化，也不能重新签发运单，只能先手动修改，日后重新整理，因此出错的可能性和业务量都非常大”。甄昇洙部长解释完以后，梁善喜科长又做了补充说明：“以前在店里刷卡结算时，发出嘈杂噪声的机器在3张薄纸上打印运单内容，其中一张交给顾客带走。这种机器叫点式打印机，大概从1992



receipt on three sheets and one of them was given to the customer. The machine is called a dot matrix printer. From 1992 until the end of last year, we used this machine to print out our invoices. With the introduction of the QR system, we can use laser printers, make corrections immediately even after loading is completed, and improve our text sharpness. We can also see five orders on a sheet of paper, for example. Above all, information accuracy has been enhanced noticeably.”

In addition, thanks to the application of the QR system, our rate of errors in shipping information has dropped, we can use the accurate information for other sectors, and consequently each process can be completed more quickly than before. QR codes also play a central role in message transmission, vehicle scheduling certification, management of vehicle operation information and expenses, and direct pickup of products. “In the case of direct product pickup, the information desk scans the relevant QR code with a QR code reader and the product shipping information is displayed on a monitor. When the ‘receipt complete’ button is clicked, the entire process is finished much faster than before.”

LESS CALLS AFTER INFORMATION IS GIVEN

Following the introduction of the QR system, NOROO Loginet Co., Ltd. replaced its product delivery messages with KakaoTalk messages so that not only its customers but also its sales employees can check delivery information. Previously the number of characters was limited, thus messages only contained departure time, contact information, and shipper name. KakaoTalk messages can include the field address and details of product orders linked to ERP, and they can be transmitted to not only the customer that placed an order but also the field staff that will receive the product and NOROO Loginet Co., Ltd.’s sales personnel simultaneously. Still the transmission price has been lowered.

“The most outstanding convenience that KakaoTalk Messenger has brought us is the fact sales personnel can now share product delivery status in real time. Previously, they frequently called us to check the progress in delivery. Too many calls sometimes resulted in complaints about phone connection difficulties. Even when calls were connected, exact delivery information could not be provided. Now that detailed information is provided via KakaoTalk, the number of calls has dropped, and even when customers call, NOROO Loginet Co., Ltd. employees can give exact information by checking ERP linked to the QR system.” I said, “Sales personnel don’t have to call” thanks to KakaoTalk Messenger, and manager Yang said she was proud to

年到去年，一直都用这种机器打印运单、制定交易结算单。不过自从引进二维码系统以后，开始使用激光打印机，装车后也可以立即在程序中进行修改，文字的清晰度也有所提高。刚才说到的五条订单也可以整理到一张表中查看，更重要的是在信息准确性方面有了很大的改善。”

引进二维码系统后，配送信息的出错率降低，同时在其他部分运用准确信息也变得更为便利，各个流程的速度也自然而然地加快。在短信发送、调度单签发、运费管理中的出车信息整合与整理、上门取件时的确认过程中，二维码也可以很好地发挥作用，帮助工作人员实现业务的快速处理。“顾客直接来店里取走产品的上门取件时，在服务室中用读码器扫描二维码，显示器中就会显示取件信息。点击完成收件按钮时，即可确认收件。得益于简便的操作流程，业务过程速度也有所加快。”

提供信息后电话有所减少

采用二维码系统后，NOROO物流有限公司将现有的配送提醒短信改成了KakaoTalk聊天工具，使顾客与营业职员都能知晓配送信息。过去发送文字短信提醒时，因存在字数限制，只能发送出发时间与配送司机联系电话、客户等信息。改为KakaoTalk以后，现场配送时的现场地址以及绑定到ERP的具体订单明细信息都可以一并发送，还可以同时向订单顾客及直接签收产品的现场收货人及营业职员同时发送。此外，发送每条信息的单价也有所下降。

“使用聊天工具后，变得最方便的一点就是现场的营业职员可以共享配送情况了。以前经常会有职员因为想知道配送情况而直接给我们打电话。因为太多的电话打进来，所以电话很难接通，也有很多人对此感到不满。即使电话接通了，如果不是负责人，也很难知晓所有的配送情况，因此应对起来也很困难。不过自从改为KakaoTalk，所有人都可以通过KakaoTalk获取信息，因此电话也减少了，即使有电话打进来，我们也可以通过二维码系统确认绑定的ERP，然后告知来电人相关配送信息。”

hear that as the person that was involved in the improvement task. She emphasized that the improvement was the first in the industry.

The upgrade, however, was not made by the efforts of NOROO Loginet Co., Ltd. alone. It was the result of the concerted effort of Logistics Planning Team of NOROO Loginet Co., Ltd., which proposed the improvement, Sales Planning Team, PI (Process Innovation) Bureau, and DIT of NOROO Paint. Most notably, enough time was allocated to the development and application of the QR system because opinions had to be collected from various departments of relevant subsidiaries and dealers. General manager Kyeon and manager Yang conducted a survey among dealers about the paper size and font size of new invoices and led the efforts to help employees adapt themselves to the new system. They say that although there were problems, small and big, all the employees followed their guidance very well because the change was inevitable to the company.

TIME TO COMPETE THROUGH FASTER SERVICE

However, their concerns about improving the speed of logistics are not over. General manager Kyeon took the example of the reduced inventory and increased order frequency in dealers. “They call it ‘the rising frequency of small-lot delivery.’ As people become sensitive to chemicals, they want to maintain little inventory and receive just-in-time product delivery frequently. The paint industry is going through the logistics speed competition.” Orders are placed around the clock with many of them requiring urgent delivery. We do our utmost to come up with the best vehicle allocation plans. We make sure that orders placed at 9 o’clock in the morning will be processed by noon on the same day for the entire Seoul metropolitan region. Still we feel the limitations of our infrastructure because of our ever increasing workload as the number of items that we must handle is on the rise on top of the increasing proportion of small-quantity product orders. The best solution is shipping products frequently from the nearest locations, which however could be costly. “Building logistics hubs in multiple locations is a solution. A drawback is increased inventory. Currently, we are deliberating where to strike a balance between increasing costs and improved services.”

Recognizing that they are positioned at customer contact points and in the frontline where they must complete sales negotiations, general manager Kyeon and manager Yang work tirelessly with their fellow members of NOROO Loginet Co., Ltd. to further shorten the current delivery time. Therefore, they are not satisfied with the company’s present delivery speed. In the speed war, ‘being fast’ practically means ‘faster than one’s competitors.’

Thus, general manager Kyeon and manager Yang are looking into the issue from various perspectives. “Manpower input could be the most effective to increase physical velocity. Speed is also accelerated by efficiency enhancement based on system improvements. We are planning to replace paper-based product receipts with mobile product receipts, which will help improve our work efficiency.” We are also looking into the possibility of setting up a control network linked to the GPS. The establishment of PI Bureau has accelerated our logistics system improvements. With the introduction of the QR system as a stepping stone, we will work harder to optimize our logistics system,” said general manager Kyeon. Manager Yang added, “Based on the changes we have made so far, we will continue to make improvements in our operations for faster and more sophisticated product delivery services.”

When we run fast, we appreciate the speed because of the pleasant breeze we have on our face. NOROO Loginet Co., Ltd. makes sure that its customers always relish that kind of pleasure through its fast service. Through systematic changes, NOROO Loginet Co., Ltd. has accelerated its delivery speed, thus bringing the pleasant breeze to both its sales force and customers’ business sites. NOROO Loginet Co., Ltd. will strive continuously to provide its customers with services as pleasant as the breeze they enjoy.

梁善喜科长说到“多亏用了聊天工具，营业职员现在应该不会再打电话来了”，他表示自己为完成这项改善工作而感到自豪。同时需要补充一点，这是同行业内首次引进二维码系统。这些变化的完成，靠的不仅仅是NOROO物流有限公司的努力。在NOROO物流有限公司物流企划组提出方案后，由NOROO涂料股份有限公司的营业企划组与PI（Process Innovation）办事处、DIT共同合作，才取得了今天的成果。特别值得一提的是，由于二维码系统必须收集相关子公司各部门及特约店的意见，因此开发与进行花了很长的时间。甄昇洙部长与梁善喜科长就新运单的打印尺寸与字体大小等问题向特约店开展了问卷调查，开发后又帮助身为实际使用者的职员顺利地适应。虽然有过大大小小的困难，但因为这是必不可少的变化，所以大家都很配合。

必须以速度竞争的当下

然而他们改善物流速度的烦恼并没有就此终结。甄昇洙部长举例说近来在特约店库存减少的同时订单频率显著增加。“可以叫少量高频吧。随着人们对化学产品的认识越来越敏感，大家都希望现场没有库存，随时有需要、随时下单收货。也就是说，涂料行业正在演变成物流速度的竞争。”突然不期而至的订单要求加急配送的情况也很多，因此每天都在尽可能地制定调度清单，收获地址位于首都圈时，上午9点下单的货物12点以前就能收到，应对速度可以说相当快了，然而随着管理的商品项目不断增加、少量订单增多，面对与日俱增的业务量，必然会遭遇基础设施的局限。最好的办法是在距离配送地址不远的地方经常配送，但这无疑又会发生成本问题。“在各地设立物流网点也是一个办法，不过也存在库存增加的负担。就目前而言，我们正在考虑必然会成比例的成本与服务问题。”

因为自己的岗位既是与顾客对接的前锋，也是完成销售的前沿阵地，所以甄昇洙部长与梁善喜科长以及NOROO物流有限公司的全体员工都在为实现更快的配送而努力。正因为如此，他们觉得目前的速度仍然不够。在速度战中，所谓快速，就只能

是“比竞争公司更快的”速度。因此，甄昇洙部长与梁善喜科长正在摸索多方面的解决方案。“提高物理速度，人力投入应该是最行之有效的办法。与此同时，利用系统提高效率也有助于提高速度。我们将于今年年内引进手机收据，无纸化办公也将成为提高效率的有效方案。未来配备使用GPS的管制网也是我们正在思考的问题。设立PI办事处后，很大程度上有助于物理系统的改善，我们想以引进二维码系统为起点，更快地向前奔跑。”紧接着，梁善喜科长也对甄昇洙部长的目标做了补充，表明了自己的看法：“就像这次的改变一样，未来我们也将为实现更便捷的配送、更快速的配送而不断努力。”

不管是谁，在快速奔跑时都会感受到耳畔拂过的清风，让人觉得心情无比愉悦。NOROO物流有限公司的速度是最先接触顾客的即时速度。通过改善系统、提高配送速度，NOROO物流有限公司也可以在营业现场、顾客的现场刮起让人心情愉悦的清风。为给顾客提供耳畔清风般的优质服务，NOROO物流有限公司将不断努力思考并快速奔跑。

Differently and Quickly

Today, the pace of innovation is accelerating globally. Facebook CEO Mark Zuckerberg said, "Move quickly and break things. Unless you are breaking stuff, you are not moving fast enough." Google CEO Larry Page said, "There is no slow, good decision. There are only companies that have good, fast decisions," emphasizing the importance of speed in decision making. The pace of change accelerates, and inevitably some companies and individuals perish. However, the doors to new opportunities open and close quickly, too. What preparations should we make to become bold enough to jump into a whirl of changes?

不同地、快速地

如今，创新的速度在全世界范围内都在加快。Facebook的CEO马克·扎克伯格曾经说过：“即使损坏什么也没关系，快速地行动吧。倘若什么都没有损坏，那就说明速度还不够快”，谷歌CEO拉里·佩奇也曾经表示：“没有又慢又好的决策，只有又快又好的决策”，他们都强调了速度。随着变化速度加快，有的企业和个人必然将被淘汰。但与此同时，通往新机会的大门也将快速地开启或关闭。在遭遇变化的飓风时，需要哪些准备才能果断地跳进去呢？

SYSTEMS AND RESOURCES

In St. Mary's Basilica in Krakow, Poland, a trumpeter plays a traditional Polish anthem every hour on the hour but does not complete the anthem. The reason is that during the Mongol invasion of Poland, a trumpeter could not finish alarming the army and was shot to death with an arrow by Mongolian troops. From this popular legend, we can imagine the incredible speed of Mongolian troops. Mongolian soldiers usually covered up to 160 km per day and were able to run as much as 4,000 km in just 10 days in addition to the fact that they were equipped with various military tactics and good at surprise attacks. Where did their speed come from? It came from their thorough preparations such as lightweight leather armor, specially designed horse saddles and stirrups, and slightly curved swords which they used for slashing attacks. Each of such well-armed Mongolian troopers maintained up to five horses so that they could change horses and travel at high speed for days without stopping. In occupied territories, Mongolians set up postal-relay horse stations at certain intervals for fast transfer of written messages between the territories as well as storage of supplies and combat equipment. Messengers carried the letter of authorization that had formidable power anywhere in the Mongol Empire. Information was collected and spread fast through messengers. Cavalries' speed was acceler-

系统与资源

在波兰克拉科夫省玛利亚教堂，每个小时号手都会吹号，但又不会吹到最后。此举意在纪念过去用来告知蒙古军袭击的号手在号声吹完以前就被蒙古军的箭矢当场射死。在古老的传说中，可以再次感受到蒙古军的可怕速度。基本上一天移动160km，下定决心的话，十天就可以移动4000km，擅长各种战术与突袭攻击，那蒙古军的敏捷性究竟源自何处呢？正是源自万全的准备。多次压制后变得轻便的皮铠甲，采用特殊设计的马鞍与马镫，可以快速劈砍的半月形剑，都是提高蒙古军战斗速度的因素。不仅仅是军队装备，每个蒙古骑兵都配有5匹马，长途行军时可以换着新马骑乘。在占领地区，每隔一段距离就设置一个驿站，安排物资与战斗装备，同时任命驿差，将各个占领地紧密地联系起来。驿差手中的牌子保障了他们在蒙古帝国所有地方的巨大权力。蒙古军通过驿差快速获取情报，换着新马骑乘的骑兵移动速度也很快。由于驿差拥有很大的权力，所以决断速度与应对突发状况的反应也很快。有时还能将完全出人意料的创意解



ated by their continuous change of horses. Messengers were granted authority to make quick decisions in emergencies and take bold actions based on their creative ideas. In fact, each Mongolian soldier could respond quickly to rapidly changing situations according to his own judgment based on the empire's well-designed systems and resources available to them. Of course, they were presented with clear goals and promises of rewards. It was the empire's robust systems that enabled each of its troopers to respond to diverse situations autonomously and advance at an unprecedented speed.

FAST FAILURES CREATIVE ALTERNATIVES

Vijay Vaitheeswaran, a correspondent of The Economist and an expert in innovation said in his book entitled 'Need, Speed, and Greed': "If at first you don't succeed, try, try again" as the seventh commandment in the section called 'THE DSITRUPTIVE DOZEN: The New Rules of Global Innovation.' Google cherishes 'failing fast' as one of its keys to success. Massive failures devastate individuals, but small failures bring fast learning and open the door to new opportunities. Amazon's Jeff Bezos tells his employees to try to invent something every day because he believes that a great innovation comes only after millions of small experiments and attempts are made. The success process of YouTube is a good example. Before Steve Chen and Chad Hurley created YouTube, they tried to send a video by email and kept failing. Recognizing the need to share videos easily, they developed a service that could upload and enjoy videos directly from a web browser and named the service YouTube. However, they soon experienced a failure. To make the video sharing service a success, they offered an online dating service which was immediately turned off by users. They shut the service a week later and began to create the service that YouTube offers now. When they failed, they made a quick decision and came up with a creative alternative. It took them just a few months to make a big success and less than two years to sell the service to Google for a whopping US\$1.65 billion. Conversely, the Sony MiniDisc failed because Sony was not open to diverse possibilities. The Sony MiniDisc could be produced in the company's existing CD factories. Its price could be lowered as the sales volume increased. The Sony MiniDisc seemed to be a zero-defect strategy. However, things changed overnight, and people now download music from the internet. The Sony MiniDisc ended in a fiasco despite the company's perfect preparations. Sony succeeded in developing a mini disc faster than others. However, its outstanding speed became meaningless because it failed to respond to external changes properly.



决方案在自己的权力范围内付诸实践。在既定的系统与资源基础上，每个蒙古军个体也都能尽可能快地发挥自己的权力与力量。当然，他们也有着明确的目标与奖励。拥有各种权力的个体在可靠的系统上奔跑，使得蒙古军的速度变得更快。

快速失败、创新应对

《经济学人》记者及创新专家范思杰（Vijay V. Vaitheeswaran）曾在其著作《需求、速度、贪欲》中提出，“更卓越、更快速成功的胜者法则”的第七条戒律是“一开始没能成功的话，就反反复复地去失败吧”。谷歌的工作原则是“快速地失败”。大的失败会给人带来负面结果，但小的失败则可以通过快速学习开启不同可能性的大门。亚马逊的杰夫·贝索斯曾经说过，“每天都发明些什么吧”。大胆的创新不是一蹴而就的，而是在数百万次的小试验与尝试中完成的。YouTube的成功过程就是一个很好的例子。创立YouTube前，陈士骏与查德·赫利试图通过电子邮件发送视频，结果却频频失败，这让他们切身感受到了轻松共享视频的必要性，最终成功开发了可以在网页浏览器上即时上传视频并观看的服务。这就是YouTube。但是，他们从一开始就再次经历了新的失败。为成功实现视频共享服务，他们先是提供线上约会服务，但却并未得到用户的认可。于是，他们在短短一周后就结束了该服务，开始制作现在的YouTube。通过失败做出创新方案及快速决策，使得YouTube在几个月后就大获成功，在创立不到2年的时候，就被谷歌以16亿5,000万美元的高价收购。说起未能开启多种可能性的失败案例，索尼的迷你光盘就是其中一个。索尼首次推出的迷你光盘可以在现有的CD工厂中生产，随着销量增加，价格也可以降低，看起来真的是一个完美战略。然而，世界突然改头换面，变成了可以网上下载音乐的世界。已做好万全准备的迷你光盘最终以惨败收场。索尼比其他公司更快、更多地生产迷你光盘这点是成功的，然而没能反映环境变化的速度却最终使此前的成功变得毫无意义。



Amazon, which accounts for a half of all US online sales, earns multiple trillion dollars a year from its prime membership service that delivers most products to customers within two days.

IMMEDIATE SERVICE

A customer of a health & beauty shop located in bustling Myeongdong had a pleasant experience. At the entrance, she was told that the product she was looking for was on the second floor. As soon as she got to the second floor, she was told by another employee, “I hear that you are looking for product X, which is right there. Follow me, please.” The employees talked to each another through radio about what product the customer was interested in. They enabled the customer to have a pleasant shopping experience.

Customers usually experience a company’s speed in such a way. Corporate image changes according to the speed at which customers’ calls are answered and their complaints are resolved. The delivery speed affects the sales volume. Korea’s social commerce trio are engaged in delivery war with their own version of the so-called ‘rocket’ delivery. A mobile premium market is gaining in popularity through early morning delivery service.

Delivery competition is heating up in the Silicon Valley as well. Amazon, which accounts for a half of all US online sales, earns multiple trillion dollars a year from its prime membership service that delivers most products to customers within two days. Moreover, Amazon is providing or attempting to provide ‘Amazon Express’ that delivers goods on the same day or by the morning of the following day, ‘Amazon Prime Air’ which is a drone-based delivery service for lightweight goods, and the bike-based delivery service in big cities. Amazon has filed a patent for a new shipping system called ‘anticipatory shipping’ which pre-ships goods to logistics centers close to customers based on its prediction of their next orders after analyzing their purchase history, shopping carts, search activities, and mouse movements and clicks for given products. Amazon starts shipping even before customers purchase goods. Another startup delivers groceries selected by customers from various retailers to their front door. Customers of Instacart do the shopping through its web application. The company purchases the goods in local stores and delivers them to customers in one or two hours. Delivery is made by ‘personal shoppers’ recruited by Instacart through crowdsourcing. Korea boasts world-class speed in shipping as well. All Korean markets offer online product order and delivery services. Various delivery apps are widely used by customers wanting goods delivered to their door instantly. It is obvious that the service delivery methodology and speed will continue to evolve in the future.

即时服务

在拥挤的明洞街头，访问H&B（健康&美容）卖场的顾客都有着愉悦的体验。听到店员说心仪的商品在2楼后，刚一走上楼梯，马上就有其他店员过来接待，“听说您想找xx？商品在这边！”。店员们用对讲机联系，实时共享什么样的客人正在寻找什么商品，以帮助客人完成轻松愉快的购物。这种迅速是消费者最经常且最先切身体验到的企业速度。咨询电话的接通速度有多快，投诉事项的处理速度有多快等，都左右着企业的形象。配送速度对销售业绩也有很大的影响。为此，以“火箭配送”为开端的三家社区化商务公司展开了配送战争，手机高端超市推出凌晨配送服务并因此受到了大量关注。

美国硅谷的配送竞争也很激烈。占据美国网上购物一半份额的亚马逊，光是凭借大部分商品都可以在两天内收货的亚马逊Prime会员费，每年就可以赚取几万亿韩元。此后，亚马逊又推出或尝试当天或次日清晨配送的“亚马逊快递”、利用无人机配送轻量小货物的“亚马逊Prime Air”、大城市内的自行车快递服务等，最近甚至还推出了“预测配送”的专利。分析顾客的购物经历、购物车列表、搜索记录、光标在特定产品上停留了多长时间等，预测订单并在顾客实际下单以前将相应产品运送至顾客附近的物流中心，以便快速地应对顾客订单。也就是说，在顾客购买前开始配送工作。还有一家创业公司改变思路，干脆直接推出了代为购买的服务。顾客通过自家公司网站在地区内的各种超市购物时，Instacart将于1~2小时内直接在相应超市中购买商品后配送。配送部是Instacart通过众包招募的“个人购物者”。韩国在配送方面也以世界最高水平的快速著称。各个超市目前都已经开始提供线上下单与配送服务，与各种企业合作并只负责配送的应用程序也非常火爆。这些服务方法与速度将演变成何种模样，让人非常期待。

KOREA MOVING AT 49.9 KM PER HOUR

What if we convert companies’ innovation speed into the car speed? In 2016, the Korea Chamber of Commerce & Industry published interesting survey results. The chamber had asked 300 domestic manufacturing companies, “Suppose the world’s most innovative company runs at 100 km per hour, what do you think is your company’s speed of change?” That question was derived from Alvin Toffler’s statement about ‘the innovation speed theory’ saying, “While business is running at 100 miles per hour, public institutions move at 30 mph.” According to the companies’ replies, the average Korean companies’ innovation speed was 58.9 kph with 65.5 kph at the automobile industry, 63.8 kph in the electronics industry, 57.7 kph in the shipbuilding industry, 54.8 kph in the steel industry, and 52.7 kph in the machinery industry. The next question was, “For how many months can companies survive without making innovations including new product development?” The answer was 39.7 months on average. Another question was “Compared to the 1990s, how fast has the innovation speed of your industry become?” The answer was 4.7 times on average. The companies feel that given the current speed of change, companies cannot survive for more than three years without making innovations.

As to the question, “In your industry, where did the world’s most innovative company start?” The answer was the United States followed by Japan and China. The Korea Chamber of Commerce & Industry commented, “Although Koreans like shouting ‘ppali-ppali (faster),’ Korean companies have fallen behind Chinese companies in terms of the innovation speed in the era of the economy of speed,” and cited the response of a local elevator company. Asked to point out its most innovative competitor in the elevator industry, the Korean company said, “Google” that is working on a space elevator since the Google project implies indefinite competition in the industry. In today’s rapidly changing economic situations, companies focusing only on their current competitors are overtaken by their seemingly future competitors sooner rather than later. Lee Dong-geun, vice chairman of the Korea Chamber of Commerce and Industry, said, “Companies, big or small, will have to compete with one another for innovation without any boundaries including types of industry. Businesses must embark on disruptive innovation on their own.” How much have Korean companies changed since the 2016 survey? According to ‘the 2018 Business Environment Survey among Domestic Firms’ (jointly conducted by EDAILY and the Korea Chamber of Commerce and Industry) published at the beginning of 2018, the local companies’ innovation speed mentioned in the answer to the first question was further reduced to 49.9 km. Is it because the world’s most innovative company has accelerated its innovation speed? Or is it because the domestic companies have slowed their innovation speed? Anyway, the fact remains that Korea is falling behind.



时速49.9km的韩国

用时速来看企业的速度会怎么样呢？大韩商会在2016年给出了一个很有意思的问卷调查结果。问卷调查以300多家韩国制造企业为对象，提出了“最佳创新企业说自己的时速变成100km时，贵公司觉得自己的变化速度是多少”的问题。该问题借用了阿尔文·托夫勒在“创新速度论”中提出的“企业以100英里的时速奔跑时，制度以30英里的时速奔跑”一说。对此，各行各业分别给出了自己的回答，汽车行业65.5km、电子行业63.8km、造船行业57.7km、钢铁行业54.8km、机械行业52.7km等，平均速度为58.9km。此外，在被问及“贵公司觉得几个月内未能完成新产品开发等创新活动时企业将无法生存”时，答案的平均值为39.7个月，在被问及“贵公司觉得与20世纪90年代相比，贵产业的创新速度加快了多少”时，答案的平均值是4.7倍。也就是说，在创新速度加快的当今环境中，如果3年以上都没有创新活动，则企业将很难生存。

在被问及“贵行业中，地球村的最佳创新企业开始于哪个国家”时，很多企业都首推美国、日本、中国等。大韩商会表示：“虽然韩国一直高喊着‘快点快点’，但在速度经济时代的当下，韩国企业的创新速度却落后于中国”，同时举了一个电梯企业的例子。该企业在被问及哪家公司是最佳创新竞争者时，该企业回答说是谷歌。宣称要制造宇宙电梯的谷歌项目将把竞争者的范围拓展至无限大。如果只是关注当下的竞争者，就会被未来的竞争者超越，这就是现在的速度经济。对此，大韩商会的全职副会长李东根表示：“未来创新竞争是无限制的，与行业和规模无关。企业自身必须在破坏性创新中倾注努力”。2016年的问卷调查以后，韩国企业有多大改变呢？今年初发布的“2018韩国企业的经营环境调查”（Edaily、大韩商会共同进行）结果显示，关于上面的第一个问题，答案的平均值变成了49.9km，比之前更慢了。究竟是最佳创新企业的速度变得更快了，还是韩国企业的速度变得更慢了呢？其实都不重要，重要的是我们正在逐渐落后这一让人不安的事实。



COOL ROOF: Shielding the heat

Energy Saver Cool Roof, NOROO Paint & Coatings Co., Ltd.

It was the record-breaking summer this year – the thermometer hit the scale of over 40℃, the tropical night continued for over a month and 48 people died of hyperthermia. To overcome this year's catastrophic heat-wave, both the government and the public went out on their limbs to overcome the season. In the meantime, the phone was ringing off the hook at the NOROO Paint & Coatings Co., Ltd. customer support center and the Architectural Technology Team. They were consumers calling to inquire about the "cool roof paint" to cool off houses.

清凉屋顶成为城市的盾牌

NOROO涂料股份有限公司清凉屋顶组

今年夏天，最高气温突破40度，热带夜持续一个多月，热射病导致48人死亡，高温记录一再被刷新，所有人都备受煎熬。为克服直逼灾难级的高温酷热，政府与全体国民用尽了浑身解数。NOROO涂料股份有限公司咨询室与建筑技术组的咨询电话接连不断，大家都在询问“你们那里是不是生产可以让家里变凉快的清凉屋顶涂料？”。

ENERGY SAVER COOL ROOF WATER PAINT

Back in 2015, NOROO Paint & Coatings Co., Ltd. launched the Energy Saver Cool Roof Water Paint. Made to be applied to the roof floor or ceiling, this paint product reflects solar heat to prevent penetration of heat and emits absorbed heat to produce a heat reduction effect. Special heat shield material is used to block heat transfer while extinguishing the radiant heat. After construction, surface temperature decreases by more than 20℃ and room temperature also goes down by about 4℃. A decrease in the air conditioner temperature setting by 1℃ diminishes electricity consumption by 7%, which means the application of Cool Roof Paint will result in a 20% reduction in power consumption per household for 3 months. NOROO Paint & Coatings Co., Ltd. has been a trailblazer of the market by developing the Cool Roof Paint for the first time in Korea while leading demonstration projects in concert with local governments. Furthermore, the heat-wave this year boosted the interest in the effect of this product through word of mouth, enlarging the market on the whole. So we sat down with General Manager Ham Young-jae, Team Leader of Architectural Technology Team 3, and Assistant Manager Kim Chi-hoon of Industrial Team 4 at NOROO Paint & Coatings Co., Ltd. to listen to their story from the development of the new product to the formation of the current market.

PIONEERING INTO THE COOL ROOF MARKET

"Cool Roof Paint is not something that popped out of nowhere. Our senior researchers who attended overseas paints and coatings shows felt the necessity of developing heat-reducing paints and started the basic research activities from the 2000s to add heat reduction and insulation properties to the water paint used on building exteriors. We spurred our research activities from 2007 when governments around the world started toughening up on environmental regulations such as carbon emission regulations and energy-saving initiatives were actively moving into the

节能小帮手清凉屋顶水性涂料

NOROO涂料股份有限公司2015年推出了节能小帮手清凉屋顶水性涂料。该产品用于屋顶，可反射太阳光，防止热量渗透，释放吸收的热量，起到隔热效果。采用特殊隔热原料，阻隔热传导，消除辐射热。施工后表面温度比涂刷一般绿色防水涂料时降低20度以上，室内温度下降约4度左右。空调设置温度降低1度，用电量减少7%，因此使用清凉屋顶涂料后，3个月的每户用电量可减少20%。NOROO涂料股份有限公司率先在韩国开发出了这款清凉屋顶涂料，与地方自治团体一起带头开展示范项目并形成了市场。今年的高温酷热大幅增加了消费者对清凉屋顶涂料过去口碑与效果的关注，进而进一步扩大了市场。NOROO涂料股份有限公司建筑技术3组组长咸英载部长与工业4组代理金治勋为我们讲述了从新产品开发到如今走入市场的种种故事。

开创清凉屋顶市场

“清凉屋顶涂料不是突然蹦出来的产品。参加完海外涂料展回来的前辈研究员们意识到了开发隔热涂料的必要性，从21世纪初就开始展开基础研究，在建筑外用水性涂料中增添了隔热与绝热性能。从碳排放量规定等国际环境规定与节能成为热议话题的2007年开始，正式开发节能型涂料，2009年推出了节能小帮手品牌的外墙用、屋顶用、玻璃用隔热涂料。”咸英载部长有条不紊地讲述了清凉屋顶涂料在节能小帮手品牌中诞生的过程。节能小帮手产品

spotlight. As a result, we launched heat reduction paints for outer walls, roofs and glass under the Energy Saver brand in 2009." That's what General Manager Ham Young-jae started off with, the history of the Cool Roof Paint, that it spun off from the Energy Saver brand.

After that, they steadily verified the effectiveness of Energy Saver products over three to four years. However, it was not received well by the market because it was an 'unfamiliar' yet expensive product that went beyond the price range of the existing urethane waterproofing materials market. It prompted them to change direction and focus on the DIY market instead. Eventually, the "Energy Saver Cool Roof Water Paint" was released in the market in 2015. The expectation was that consumers looking for a solution to beat heatwave would notice this product for its immediate effect upon application. Another motive behind the release was the "Cool Roof Campaign" organized together with the Seoul Metropolitan Government and the Decade Forward Research Institute.

"It just happened naturally because ours was the only product in the market, for all intents and purposes, to be legitimately called as cool roof paint," Assistant Manager Kim added. He was the one who did all the painstaking sales pitches to create the market for the cool roof paint product and ended up contacting the Decade Forward Research Institute, a nonprofit organization. He continues: "The biggest obstacle to sales was that buyers neither understood what this product was about nor felt the urgent need for its necessity. Since energy is not visible, it is quite hard to understand the concept until you get first-hand experience."

Luckily, the experience-based field campaign initiatives caught on by word of mouth. The name

的效果检验持续了3~4年时间。但是由于它属于市场上从未有过的新产品群，而且价格超出了现有聚氨酯防水材料市场的价格区间，所以从业者的反应并不太好。为此，公司改变战略方向，瞄准DIY市场，于2015年推出了DIY用产品“节能小帮手清凉屋顶水性涂料”，期待寻找酷热解决方案的消费者可以看中这款施工后马上就能发挥效果的产品。为减少城市热岛现象，首尔市与十年后研究所从2014年开始一起开展清凉屋顶活动，该活动也推动了产品的快速上市。

金治勋代理表示：“当时能被称为清凉屋顶涂料的就只有我们公司的产品，所以自然而然地就参与了这项活动。”金代理曾经为开创清凉屋顶涂料市场而在销售中孤军奋斗，后来才开始接触非营利性组织十年后研究所。金代理补充道：“销售中最大的障碍是购买者不了解这款产品，还有无法深刻地感受到产品的必要性。特别是能源又是肉眼看不见的东西，所以在亲身体验之前都很难理解。”以现场体验为中心的活动逐渐形成口碑，“清凉屋顶”的名字与效果也逐渐通过SNS等广泛传播。竞争公司也争相推出同名产品，开始开展各个示范项目。市场就这样形成了。



The <Cool Roof Campaign> which was started in 2015 jointly with the City of Seoul was intended to reduce the surface temperature by more than 20°C and indoor temperature by 4-5°C by painting the roof or rooftop with NOROO's thermal insulation paint 'Energy Saver Cool Roof Water-based Paint.'

'Cool Roof' gradually created a buzz they needed through SNS. Competitors started jumping on the bandwagon, launching similar products under the same name for participation in demonstration projects. The market was created in the end.

"COOL ROOF" THE HEAT SHIELD

It is not an exaggeration that Energy Saver Cool Roof Water Paint offers an uncompromising value to other competitors because of the accumulated technological strength from the fact that it was developed for the first time in Korea, its proven paint performance over many years, and active campaigns and public relations activities. "In addition to the heat shielding function, all other aspects such as durability, adhesiveness, and physical properties should be considered to make quality paints. In that respect, our technology is superior, General Manager Ham said in a proud but composed tone, and there is a legitimate reason for it. He then added: "Currently, we are carrying out a national project by the Ministry of Trade, Industry and Energy to develop heat control paints for reducing the urban heat island phenomenon. The Ministry selects the supervising organization by considering past track records and future development potential, and NOROO Paint & Coating has gotten the job. We are planning to develop cool roof paint for professional use by making it more durable than the current DIY paint by next year." Following the plan presented by General Manager Ham, we asked Assistant Manager Kim about his future aspirations. This is his answer: "As someone who majored in energy studies, I have been meaning to create an energy-related market in the paint industry. Now that the market has been created and is growing every year, I will create tangible results, which is 'revenues', the main part of sales. " The energy-saving products were not linked to immediate sales because of their hefty price range. Still, they could not stop the development because they saw something in the unstable climate change trends. The most vulnerable bracket to be hit hard by negative climate change is the low-income, socially underprivileged. General Manager Ham said he felt rewarded during the Cool Roof Campaign activity in which they installed cool roofs on rooftop houses in low-income class area when the resident there told him "thank you for making it cool off." One study found that cool roof on every building in Seoul would decrease the overall temperature in Seoul by about 2 degrees. Park Won-soon, the Mayor of Seoul, said: "Paint is a revolution in life" referring to the installation of cool roofs. Indeed, Cool Roof is a clear alternative to climate change. We can't help but say thank you to the Cool Roof Team for creating and disseminating such alternatives.

隔热盾牌·清凉屋顶

凭借在此期间积累的技术、经过几年时间验证的涂料性能、积极的活动与宣传活动，韩国首次开发的节能小帮手清凉屋顶水性涂料拥有其他公司产品无法比拟的价值。

“除隔热性能外，涂料的耐用性、黏附性、物性等各个方面也必须经过研究与探讨。在这些方面，我们公司的技术实力是非常卓越的。”咸英载部长在说这些话时语气很从容，但却充满了自豪与骄傲。“现在我们正在执行产业通商资源部的国策课题，即开发减轻城市热岛现象的控热涂料。产业通商资源部在评估过去履历与未来发展潜力后选定主管企业，我们NOROO涂料股份有限公司有幸通过了评选。计划在明年以前开发出耐用性比现有DIY涂料更优越的专家型清凉屋顶涂料。”在咸英载部长讲完未来规划后，金治勋代理也说出了自己的抱负，金代理表示：“作为专管能源的负责人，我一直都想在涂料行业内开创能源相关市场。现在市场已经形成，而且每年都在增长，所以未来我想努力完成销售领域的本职工作，即‘销量’成果。”

过去节能型产品因价格原因没能马上取得好的销量。但是看到不稳定的气候变化趋势，我们没能停止新产品的开发。最先受到气候变化威胁的是低收入群体、社会弱势群体。咸英载部长表示，开展清凉屋顶活动时，在低收入群体的阁楼施工后得到住户“谢谢你们让家里变得凉快起来”的感谢，让人觉得很有意义。有研究结果表明，在首尔的所有建筑上都完成清凉屋顶施工后，首尔的整体温度会下降2度左右。首尔市长朴元淳对清凉屋顶施工也给出了好评，称“涂料是生活革命”。清凉屋顶是应对气候变化的切实方案。经常会有人对确立与传播该方案的清凉屋顶组表示感谢。

Special Exhibition “Facing Each Other” at the Soda Museum of Art

One of the recent changes in TV entertainment programs is the direction of people’s gaze. In the past, performers sat or stood across from one another. Now they all look at monitors installed in front of them while talking to one another. They do not face one other. This change reflects the fact that people have increasingly fewer opportunities to face each other in an era characterized by slower economic growth on the one hand and rapid development of the mass media and SNS channels on the other. The Soda Museum located in Hwaseong, Gyeonggi Province features a special exhibition entitled “Facing Each Other” which gives us a chance to turn our gaze and look at ourselves and those around us. NOROO Paint & Coatings co., Ltd. is pleased to sponsor the special exhibition.

在SODA美术馆相视

近来，电视综艺节目的变化之一就是视线方向的变化。过去，参演者都是以相向而坐或相向而立的形式互相闲聊，现在则是各自看着自己面前的镜头谈话。他们不再看向彼此。伴随着这种变化，在现代人之间也出现了一种新的现象，那就是在经济低迷而媒体、社交软件发达的背景下，人与人面对面交流的机会大幅减少。位于京畿道华城的SODA美术馆就举办了一场名为《相视》的企划展，为观览者提供一个审视自我、与他人相互凝视的机会。NOROO涂料股份有限公司也一同参与了此次展览。



FOR REDISCOVERY, REINTERPRETATION, AND REPRODUCTION

This is not the first coordination between the Soda Museum of Art and NOROO Paint & Coatings co., Ltd.. They cooperated with each other in 2014 when the museum opened its doors. The Soda Museum of Art is the result of the renovation of a large-scale public bath building that had been abandoned for a long time. The concrete building had been left covered with bushes. It was the source of concern and worry for residents. Under the philosophy that abandoned things can be ‘rediscovered, reinterpreted and reproduced’ in the design process, the Soda Museum of Art has been reborn as a space for experimental and experiential culture and communication where artists and the public can communicate directly with one another. Concrete walls that created the closed structure of a public bath have turned into an inspiring open-air exhibition space for installation artists, sculptors and architects, with the container box on the rooftop helping to expand viewers’ gaze. Not only residents, but also visitors from afar enjoy the unique structure and the quality works of artwork in outdoor, indoor, and rooftop exhibition space. The Soda Museum of Art, which is in Hwaseong with a mixture of factories, rice fields and apartments, brings fresh air to the area with art and culture. Soda stands for the ‘Space Of Design and Architecture.’ NOROO Paint & Coatings co., Ltd. contributes to the space with the power of paint and color.

重新发现、重新诠释、重新生产

这不是SODA美术馆与NOROO涂料股份有限公司的第一次合作。早在2014年开馆之初，NOROO就曾赞助过展览。SODA美术馆对长期弃置的大型桑拿房建筑进行了改建，使其焕然一新。过去被草丛掩盖、长期弃置的混凝土建筑曾经是该地区的危楼，也是让居民倍感不安的废墟。SODA美术馆秉持着废弃物也可以被“重新发现-重新诠释-重新生产”这一设计循环理念，将这里装点成了创作者与公众互相沟通的实验型、体验型文化沟通空间。构成桑拿房封闭结构的混凝土墙体变成了能给装置艺术家、雕塑家、建筑师带来各种灵感的户外展览空间，放置在屋顶上的集装箱可以帮助拓宽视线。附近的居民以及远道而来的观众可以尽情乐享室内外和屋顶的独特结构与作品。SODA美术馆正在用文化为集工厂、水田及公寓于一体的华城注入新鲜空气。SODA美术馆的名字来自于“Space Of Design and Architecture”。NOROO涂料股份有限公司凭借涂料的色彩力量共同打造这个美术空间。





为了人与人

在SODA美术馆的展览《相视》中，最先看到的面孔是拍摄成犹如胸像雕塑般老人的肖像——《胸像系列》。作家金成秀之所以选择老年人的面孔和胸像的形式进行创作，就是因为制作胸像的深层含义是为永远地纪念某人，作家希望通过该作品让观众亲眼感受到生活的拘束，激发人们对永恒的渴望。黑白照片旁边挂着南学贤作家用五彩缤纷的画笔层层堆叠而成的《A moment in life (No. 6)》。在风景中捕捉人物瞬间的光与影，观众将通过该作品感受到人物的时空感与情感蔓延的共鸣。回过身来，映入眼帘的灰色面孔将让人瞬间屏住呼吸，那是一直坚持大胆表现主义人物画作品的刘贤敬作家的作品——《李宝英》。一张没有眼睛、鼻子和嘴巴的面孔，却通过画笔的流动和画面的色彩勾勒出了视线与表情。耳目口鼻消失的位置反而像镜子一样反射出观众的内心。没有详细描述，只是用轻快的色彩和自由奔放的运笔描绘出来的《快来》、《妈妈的朋友们#2》都生动地传递着人物与风景的氛围。

随后是赵松作家的作品，与文字一同欣赏，更是饶有趣味。作家首先用在日常生活中获得灵感的场景或文字做标题，再用多层墨水表现可以让人浮想联翩的人物。《看儿媳脸色睡着的公公肖像》、《嘻哈信使的肖像》等作品都给观众提供了仔细观察他人的机会。用“QWAYA”这个名字活跃在业界的徐世园作家的《陌生但有着普通故事的肖像》，是作家与模特互相谈话，建立关系后创作的肖像画，就这一点而言，更能让观众感受到展览“相视”的深刻意义。

SODA美术馆的柳达萌策展人表示，和人与人面对面的时间相比，现代人总是会花更多的时间和技术打交道。为此，此次展览将重点放在了“如何让人与人面对面”。NOROO涂料股份有限公司非常赞同此次展览的主旨，向展馆提供了涂料。刘达萌策展人对此评价称：“展馆特点决定了悬挂作品的空间经常会用到涂料，NOROO的潘通涂料可以边看色表边挑选颜色，非常方便。另外，涂料对颜色的完美演绎更加突出了作家的作品，SODA美术馆非常感激NOROO公司”。

《相视》展览会将于11月18日结束，户外企划展《人造自然：混凝土中的自然》将于10月21日结束。来SODA美术馆，开启一场与作品、他人及自己的相视之旅，如何？

LOOK OTHERS IN THEIR EYES

The first artwork you meet at the special exhibition entitled “Facing Each Other” is “the Bust Series” of seniors, whose photos are taken like bust sculptures. Bust sculptures are made to honor the figures forever. Given this fact, the depiction by Kim Seong-soo of the elderly in the form of bust sculptures confronts viewers with the finitude of life and the desire for eternity. Beside the black-and-white photographs is <A moment in life(No.6)> by Nam Hack-hyun, who excels in depicting the shadows and light surrounding his painting objects. His painting enables viewers to experience not only the time and space but also the emotions in which the objects were engaged when the painting was drawn. Turning around from the painting, visitors stop breathing at the sight of the gray face in “Lee Bo-young” by Ryu Hyeon-gyeong who has been steadily producing bold portrait paintings as an expressionist painter The face without eyes, nose, and mouth still produces a gaze and a facial expression through the flow of brushing and the color of the screen. It looks as though the emptied space in the middle of the face functions as a mirror for viewers to observe their inner side. Next, paintings entitled “Come on in” and “Mom’s friends #2” convey the atmosphere of characters and scenery vividly through light colors and free-flowing brushes without the specific description of painting objects. The next artwork by Jo Song becomes more interesting when viewed with its text. The artist first decides on the title of his painting from the inspiration that he gets

from the scenes and texts that he encountered and then depicts his characters in multiple layers of black ink stick. His paintings entitled “The portrait of a father-in-law who is asleep after walking on eggshells around his daughter-in-law” and “The portrait of a hip-hop messenger” give viewers a chance to observe others carefully. Seo Se-won working under the name of “Qwaya” features a painting entitled “The portrait with an unfamiliar yet ordinary story” which best suits the purpose of the exhibition of “Facing Each Other” in the sense that the portrait was completed through dialogue and relationship between the artist and the model. Curator Ryu Da-um of the Soda Museum of Art said, “The exhibition is the result of much deliberation about ‘how people can face each other’ when they spend far longer hours in front of technology than other people.” In support of the purpose of the exhibition, NOROO Paint & Coatings co., Ltd. helped with the painting of the exhibition hall of the museum. Curator Ryu said, “Due to the nature of the exhibition hall, we frequently use paint in the exhibition space. It was easy for us to choose paint from the color chart of NOROO Pantone paint. Through the perfect realization of colors, NOROO Paint & Coatings co., Ltd. makes the painters’ artwork look even better. We highly appreciate that.” The exhibition “Facing Each Other” will continue until November 18, 2018. An outdoor exhibition entitled “Artificial Nature: Concrete Embracing Nature” will be closed on October 21, 2018. What do you think about having an opportunity to face artworks, others and yourself in the Soda Museum of Art?





NOROO HOLDINGS CO., LTD., WINNER OF RED DOT DESIGN AWARD



NOROO PAINT & COATINGS HOLDS 31ST ANNIVERSARY AND 32ND REGULAR DELEGATE CONVENTION



NOROO PAINT & COATINGS CONCLUDES NON-DISPUTE WAGE NEGOTIATION FOR 20 CONSECUTIVE YEARS



NOROO PAINT & COATINGS SIGNS AN MOU ON <2018 COOL ROOF PROJECT> WITH DONGNAE DISTRICT OFFICE IN BUSAN

NOROO Holdings Co., Ltd.

NOROO控股股份有限公司

WINNER OF RED DOT DESIGN AWARD

NOROO Holdings Co., Ltd. (CEO: Kim Yong-kee), the holding company of NOROO Paint & Coatings Co., Ltd., won the Design Concept Award at the prestigious Red Dot Design Award for the first time in the industry. The Red Dot Design Award is an annual international product design and communication design prize awarded in Germany from 1955. It is considered one of the three international design awards alongside the iF Design Award (Germany) and the International Design Excellence Awards (US). The Red Dot Design Award selects the best design in various fields such as architecture, electronics, automobiles, life sciences and pharmaceutical design by comprehensively evaluating the aesthetics, innovation and functionality of design. This year's award ceremony in Asia took place at the Red Dot Design Museum Singapore on September 28th. The winning product was 'All-in-one Paint Package' as it was evaluated as a practical product in that it greatly improved the usability for consumers by integrating the painting equipment such as paints, trays, painting pads, etc., beyond the general concept of paint package. Assistant Manager Kang Si-nae who developed the concept noted: "It is such an honor to receive an internationally prestigious award like the Red Dot Design Award," and added: "We will continue to focus on designing products that maximize customer convenience in future coating packages."

荣获红点设计奖

NOROO涂料股份有限公司的控股公司NOROO控股股份有限公司（代表金容基）在以国际权威著称的“2018红点设计奖（Reddot Design Award）”中荣获设计概念奖（Design Concept Award），这在业界尚属首次。德国的红点设计奖是开始于1955年的设计大奖赛，每年举办一次，与德国iF设计奖、美国IDEA并称全球三大设计奖。红点设计奖综合评价设计的审

美性、创新性及功能性，在建筑与电子产品、汽车、生活科学与药品设计等多个领域评选最佳设计。今年亚洲区的颁奖典礼于9月28日在新加坡“红点设计博物馆（Reddot Design Museum）”举行。获奖作品“一体漆套装（All-in-one paint package）”实现了涂料、托盘、油漆垫等涂漆工具一体化，摆脱了一般涂料套装的概念，大幅提高了消费者的使用便利，被认为是实用型作品。开发相应概念的姜始耐代理发表获奖感言时表示，能够获得国际权威的红点设计奖，我感到非常荣幸。未来我将继续努力，争取在涂料套装领域设计出尽可能提高顾客便利性的产品。

NOROO Paint & Coatings Co., Ltd.

NOROO涂料股份有限公司

NOROO PAINT & COATINGS HOLDS 31ST ANNIVERSARY AND 32ND REGULAR DELEGATE CONVENTION

To celebrate the 31st anniversary of the labor union of NOROO Paint & Coatings Co., Ltd., its celebratory ceremony and the 32nd Regular Delegate Convention were held on August 22nd. The event had great attendance including Choi Dae-ho, Mayor of Anyang City, Kim Yong-mok, chairperson of the Gyeonggi Federation of Korean Trade Unions, and other chairpersons from Seoul and other parts of the Gyeonggi area. Park Yeon-soo, chairperson of NOROO Paint & Coatings Co., Ltd. Trade Union, said: "Our trade union has come this far with the development of the company on the back of the interest and encouragement of many. The realities in which we find ourselves are not easy, but we will keep moving forward to achieve the genuine sense of work where values are respected based on trust. We will build another hundred years of NOROO by practicing a labor movement of change and innovation."

NOROO涂料股份有限公司举办31周年纪念式与第32年定期代表大会

时值NOROO涂料股份有限公司工会成立31周年之际，公司于8月22日举办了纪念式与第32年定期代表大会。本次活动吸引了大量来宾出席，活动盛况空前。特别是安养市市长崔大镐、韩国总工会京畿本部主席金容穆等首尔与京畿地区的多位工会主席出席了本次活动并表示祝贺。NOROO涂料股份有限公司朴然洙主席在致辞中表示：“NOROO涂料股份有限公司工会在诸多朋友的关注与鼓励下，与公司共同发展，一起走到了今天。我们所有人面临的现实并不容易，但是为建设以信赖为基础、尊重价值的真正工会，我们将奋力前进，努力实践变化与创新的劳动运动，建设共同前行的幸福新百年NOROO”。

NOROO PAINT & COATINGS CONCLUDES NON-DISPUTE WAGE NEGOTIATION FOR 20 CONSECUTIVE YEARS

NOROO Paint & Coatings Co., Ltd. (CEO: Jin Myung-ho) negotiated with the trade union (Chairperson: Park Yeon-soo) on July 12th to raise wages and reached a dispute-free conclusion. This was the 20th consecutive year of non-dispute settlement. The trade objectively considered various indicators related to the internal and external business environment of our company, the recommendations of the Federation of Korean Trade Unions and collection of opinions from the union members. Then, they established a negotiation draft through multiple negotiating committeemen's meetings, reached a consensus (draft) on the basis of the 10 rounds of practical negotiations, and finished the final agreement through the approval of the representatives. Chairperson Park said that he will endeavor to build an advanced labor-management culture based on the trust they have accumulated over the years, and continue to develop labor movement that will constantly innovate so that the value of labor can be more respected.

NOROO涂料股份有限公司连续20年达成无纠纷薪资协商共识

NOROO涂料股份有限公司（代表陈明浩）与工会（主席朴然洙）于7月12日就薪资上涨相关内容展开协商并最终达成无纠纷共识。这是NOROO连续20年与工会达成无纠纷共识，工会通过代表收集工会成员意见，客观地判断

韩国总工会的建议事项、本公司的内外事业环境等多个相关指标，经过多次磋商委员会会议，确立磋商案（草案），在10次实务磋商的基础上得出协议案（草案），后又经众代表批准，达成了最终协议。工会主席朴然洙在达成协商共识感言中表示，以过去积累的信赖为基础，未来也将竭尽所能地营造先进劳资文化，为使劳动的价值更受尊重，将不断开展创新型劳动运动。

NOROO PAINT & COATINGS SIGNS AN MOU ON <2018 COOL ROOF PROJECT> WITH DONGNAE DISTRICT OFFICE IN BUSAN

In order to smoothly promote the <2018 Cool Roof Project>, a private-led charitable project, Lotte Engineering & Construction, Gukmin Market Association, the Dongnae-gu Branch of the Korean Government Employees' Union, and NOROO Paint & Coatings (Managing Director: Cho Chang-youn) signed an MOU at the small conference room on the 2nd floor of the Dongnae District Office in Busan on September 10th. 'Cool Roof' is an eco-friendly construction method that lowers room temperature by applying white special paint on the roof of a building. Last year, Busan Metropolitan City performed the pilot project in 10 neighborhoods where single houses densely gather including Chilsan-dong in Dongnae-gu and it was received very favorably by the residents. Buoyed, the project will be expanded to the traditional market in the area where many residents come and go.

NOROO涂料股份有限公司与釜山东莱区厅，签订“2018年清凉屋顶项目”协议（MOU）

NOROO涂料股份有限公司为推进民营企业主导的财力（才能）捐赠项目“2018年清凉屋顶（CoolRoof）项目”的顺利进行，于9月10日在釜山市东莱区厅2楼小会议室中签订了业务合作协议（MOU）。乐天建设股份有限公司、国民市场繁荣会、全国公务员工会东莱区分部与NOROO涂料股份有限公司赵昶衍专务参加了本次签约活动。“清凉屋顶（CoolRoof）”是指在建筑屋顶上刷上白色特殊涂料、降低室内温度的环保工艺。去年在釜山市东莱区漆山洞等居住密集区的10栋独



HEATWAVE BOOSTS DEMANDS FOR SPRAY-TYPE ECO-FRIENDLY LIGHT SHADING IN FARMYARDS

立住宅上实施该项目后，受到了当地居民的热烈好评。为此，今年计划扩大项目对象地区范围，在普通老百姓经常光顾的釜山东莱区传统市场实施该项目。

HEATWAVE BOOSTS DEMANDS FOR SPRAY-TYPE ECO-FRIENDLY LIGHT SHADING IN FARMYARDS

The record-breaking heat of last summer significantly increased the demand for shading agents, the heat-reducing paint by NOROO Paint & Coatings. 'Energy Saver Shading Agent', a spray-type light shading developed by NOROO Paint & Coatings and distributed by THE KIBAN CO., LTD., is used by diluting in water. Using this decreases the internal temperature of cattle sheds and facility greenhouses by 4 to 5°C. When the light shading and water are mixed in a ratio of 1 to 6, which is a greenhouse standard, the light blocking rate reaches about 23% and the internal temperature drops by about 4°C. Better yet, the shading agent is removed naturally by rain or wind after a certain period of time, which can reduce labor needs and costs compared to the existing shade films that require installation and removal processes. Moreover, it is an eco-friendly product mainly composed of starch which is harmless to livestock, humans and the environment, receiving good responses from the farmers.

This product is the result of joint research and development activities from 2011 with the National Institute of Horticultural and Herbal Science under the Rural Development Administration to develop products optimized for agriculture ecology. It has already been patented to be released as a prototype in 2014. Its demand has been on a constant rise for it helped boost the productivity of livestock farmers and those who work at greenhouses. This year's record-breaking heatwave kicked it up a notch as an effective countermeasure to protect livestock and crops.

An official from THE KIBAN noted: "The Energy Saver shading agent witnesses its demand surge every summer. However, this year's demand including product inquiries was particularly great due in no small part to the disastrously hot weather, causing damage to the greenhouses in the farmyards," and

added: "Last summer's experience will turn into a catalyst (for more demand) and we expect to see demand increase further from early summer next year because they want to be prepared."

Abrupt climate change creates severe conditions for the cultivation and breeding environment of the agriculture and livestock industry. In response to this, NOROO Paint & Coatings and THE KIBAN successfully commercialized the Energy Saver light shading and continue to research various environments and crops to develop products that can be used overseas such as in China.

高温酷热导致农户用喷洒型环保遮光剂需求激增

今年夏天刷新历史纪录的高温酷热导致NOROO涂料股份有限公司的喷涂型隔热涂料遮光剂的需求大幅增加。

在表面喷洒的“节能小帮手遮光剂”是由NOROO涂料股份有限公司开发、NOROO KIBAN推广的产品，用水稀释后使用，施工后牲畜与大棚设施的内部温度可降低4~5°C。按照温室用标准，将遮光剂与水按照1:6的比例混合时，遮光率约为23%，内部温度可降低4°C左右。此外，经过一定时间后，雨水或风等会使遮光剂自然剥离，与安装后需要拆除遮光膜的现有方式相比，可减轻人工费与工作量，而且该产品使用对家畜、人与环境无害的淀粉等作为主成分，环保安全，赢得了农户的热烈好评。

为开发最适合农业现场生态环境的商品，公司自2011年起与农村振兴厅下属的国立园艺特作科学院共同研究并开发了该产品，现已取得专利。2014年推出了试制品，提高了塑料大棚及畜舍农户的生产效率，故而需求不断地增加。此外，今年夏天史无前例的高温不断持续，作为保护家畜与作物的有效应对方案，该产品更是赢得了消费者的热烈好评。

NOROO KIBAN相关人员表示，每年夏天，节能小帮手遮光剂的需求都会大量增加。而今年受到灾害级水平的高温酷热影响，温室与塑料大棚的损失增大，产品咨询与销售更是大幅增加。作为今年高温酷热的经验学习效果，预计为应对高温酷热，明年对产品的需求将从初夏开始大幅增加。剧烈的气候变化导致农业与畜牧业的栽培与饲养环境也变得更加残酷。为应对这种环境变化，NOROO涂料股份有限公司与NOROO KIBAN成功地实现了节能小帮手遮光剂的韩国产业化，为开发在中国等海外地区也能使用的产品，正针对多种环境与作物不断地开展研究。



NOROO PAINT & COATINGS LAUNCHES 'YEGREENA COLOR FLOOR', A FLOOR INTERIOR PAINT



NOROO PAINT & COATINGS LAUNCHES 'YEGREENA COLOR FLOOR', A FLOOR INTERIOR PAINT

NOROO Paint & Coatings launched the 'YEGREENA Color Floor', a floor interior paint for the application of a variety of color techniques to offices and shop floors.

'YEGREENA Color Floor' is a premium interior flooring that makes the atmosphere of a store unique through the harmony of transparent epoxy and color pearl. It is also an eco-friendly flooring free from heavy metals. The color pearl of the 'YEGREENA Color Floor' can display tens of thousands of styles by designing various patterns and colors according to the touch at the time of painting. It shimmers from the lighting of the space where it is installed to create a unique interior effect, creating a luxurious atmosphere with marble patterns. It is not only quick in terms of work and drying time, but also easy to apply. Moreover, it has excellent hardness, adhesion, durability, chemical resistance and dust-proof-ness, maintaining the exterior for an extended period of time after coating. Above all, various colors can be used to produce a unique style.

'YEGREENA Color Floor' which completes interior design with the aesthetic senses with an eco-friendly construction method is garnering much attention from the market in the early stage already. An official from NOROO Paint & Coatings said: "Our orders from various sources from hotels to cafés, hair salons and franchise stores. It gains its popularity for it helps switch the interior atmosphere through the flooring."

NOROO涂料股份有限公司，推出地面装修涂料“YEGREENA彩色地面漆”

NOROO涂料股份有限公司推出了地面装修用涂料“YEGREENA彩色地面漆”，可在办公室与卖场地面应用多种色彩技法。YEGREENA彩色地面漆由透明环氧树脂和彩色珍珠组合而成，可演绎个性化的卖场氛围，既是高级装修地面材料，也是不含重金属的环保地面材料。因涂装时的操作方法不同，YEGREENA彩色地面漆的彩色珍珠可演绎出多种花纹与色感，展现数万种风格。因施工空间的灯光不同，闪烁着淡淡的光

芒，表现出独特的装修效果，可以大理石纹演绎高大上氛围。作业与干燥时间短，施工简单，涂膜硬度与黏附性、耐用性、耐药品性、防震性等性能卓越，涂装以后也能长时间保持涂装之初的外观。最重要的是可以灵活地运用多种颜色，演绎个性十足的氛围。

YEGREENA彩色地面漆可演绎感性室内风格、施工也绿色环保，快速地在市场上赢得了热烈好评。NOROO涂料股份有限公司相关人员表示，这款产品可在酒店、咖啡厅、理发店、连锁店铺等多种场所施工。利用地面材料转换室内氛围，极受欢迎。

THE KIBAN Co., Ltd.

THE KIBAN有限公司

FARMING SUPPORT ACTIVITY TO PROMOTE NEW VARIETY OF KOREAN MELON AND ITS SUCCESSFUL CULTIVATION

THE KIBAN engaged in farming support activity in Seongju to promote a new variety of Korean melon and disseminate cultivation information for three days from September 10th to 12th. THE KIBAN created quite a buzz in the county of Seongju, the main production point of Korean melon, by launching the Barun-kkul Melon back in 2016.

This year, THE KIBAN stepped up its game by adding more varieties including Alchan-kkul Melon and Boramchan-kkul Melon and launched more active PR activities for more farmers to accept. About 40 employees at THE KIBAN visited each farmhouse and dealership in the Seongju area to engage in various support activities and training sessions by, for example, introducing the new Korean melon varieties, listening to the difficulties of melon farming, and providing necessary information for farming.

The employees including the researchers from THE KIBAN would visit each farmhouse or prepare a small gathering by inviting the farmers to disseminate the information such as the differentiation points and features of the new



THE KIBAN, FARMING SUPPORT ACTIVITY TO PROMOTE NEW VARIETY OF KOREAN MELON AND ITS SUCCESSFUL CULTIVATION



THE KIBAN ENTERS INTO CONTRACT TO OPERATE UNIVERSITY-INDUSTRY TRAINING COURSE WITH COLLEGE OF LIFE SCIENCES, KYUNGHEE UNIVERSITY

variety, the management of soil, water and fertilizers. This was a good chance not only for promotional purposes but for listening to the voices of farmers. Our employees promised better-quality seed distribution, building trust and credibility in the Korean melon variety developed by THE KIBAN.

为香瓜新品种宣传与成功栽培开展营农支援活动

THE KIBAN于9月10日至12日在星州郡开展了宣传香瓜种子、传授栽培信息的营农支援活动。THE KIBAN于2016年推出“正确的蜜甜瓜”，在香瓜主产地星州郡刮起了一阵新风潮。今年继“正确的蜜甜瓜”后，又推出了“充实的蜜甜瓜”、“有意义的蜜甜瓜”等新品种，为促使更多的农户栽培新香瓜品种，将积极开展宣传活动。THE KIBAN的全部40余名员工在星州郡拜访农户与地区内的代理店，介绍新的香瓜种子，倾听农户种植香瓜时遇到的问题，提供栽培的必要信息等，开展各种支援活动与培训。挨家挨户地拜访农户或联络场所，邀请农民开展座谈会，由研究员等全体员工面对面地传授香瓜的栽培方法，如新品种的差异性、特点与优点、土壤与水、肥料的管理方法等。此次活动是宣传香瓜新品种及倾听农民各种声音的机会，员工在活动中承诺，未来将推广更好的种子，并因此取得了农户对THE KIBAN香瓜品种的信任与信赖。

THE KIBAN ENTERS INTO CONTRACT TO OPERATE UNIVERSITY-INDUSTRY TRAINING COURSE WITH COLLEGE OF LIFE SCIENCES, KYUNGHEE UNIVERSITY

THE KIBAN (CEO: Choi Gyu-seoul) concluded a university-industry agreement with the College of Life Sciences of KyungHee University at the THE KIBAN Anseong R&D Center on June 4th. Both parties promised to actively cooperate to cultivate excellent talents who are fit for social demands. With this agreement, the College of Life Sciences of KyungHee University will be provided with beneficial chances from fieldtrips to internships, professional technical instructors' special lectures, etc. for its students. THE KIBAN Anseong R&D Center is built as a one-stop seed research and development complex that is organically linked to the biotechnology research

center, pathology research center, and breeding research center. Grounded on the continuous investments of R&D activities, it solidifies the fundamentals for future agriculture industry. Lee Yun-hyeong, the school dean, noted: "Even under difficult circumstances, we expect to see a more strengthened university-industry system between THE KIBAN and KyungHee University through student support such as field trips, special lectures, and utilization of the faculty members," adding his expectation that this first step toward a bright future of the biotechnology industry would lead to continuous on-site customized talent training. CEO Choi Gyu-seoul also remarked: "In the era of the 4th Industrial Revolution, nothing could be more important than cultivating young talents. In particular, I have the hope that this university-industry exchange will nurture a lot more talents needed for the agriculture-based industry with THE KIBAN."

THE KIBAN，与庆熙大学生命科学院签订产学合作教育课程运营协议

THE KIBAN（代表崔圭嵩）与庆熙大学生命科学院于6月4日在THE KIBAN安城研究园签订了产学交流合作协议。为共同培养符合社会需求的优秀人才，THE KIBAN与庆熙大学生命科学院承诺将积极开展合作，依据该协议，生命科学院可以得到学生的现场参观与实习、专业技术讲师特别讲座等现场培训支援。THE KIBAN安城研究园是将生命工程学研究所、病理研究所、育种研究所等有机联系起来的一站式种子研究开发园区，致力于通过持续不断的R&D投资夯实未来农生命产业发展的基础。庆熙大学生命科学院的院长李允亨表示，即使处于困难的环境中，THE KIBAN与庆熙大学也能通过现场实习、特别讲座等学生支援、大学教授团队运用等巩固彼此的产学合作体系。期待向着农生命产业美好未来迈出的第一步能够演变为持续不断的现场定制型人才培养。崔圭嵩代表也表示，在第四次工业革命时代，最重要的就是培养青年人才。通过此次产学交流，期待庆熙大学能与THE KIBAN一起培养农生命产业所需的大量人才”。



It is the Logistics Planning Team of NOROO Loginet Co., Ltd. that introduced the QR system for logistics and changed the text messaging system to KakaoTalk to accelerate the logistics process while boosting the convenience at the sales front and for customers as well. General Manager Kyun Seung-Soo and Manager Yang Sun-hee of Logistics Team 1 continue mulling over ways to achieve faster and more convenient delivery considering various aspects. We would like to thank the two who kept putting a beaming smile on their face despite the lengthy shooting time!

在物流中引进二维码系统、将提醒短信改为KakaoTalk消息、提高物流速度,增进与营业现场及客户便利的NOROO物流有限公司物流企划组。甄昇洙部长与物流1组的梁善喜课长正在为未来如何实现更快速、更便捷的配送服务而进行全方位思考。非常感谢在长时间的拍摄过程中始终面带笑容的二位！



Ryu Da-um, a curator at SoDA (Space of Design and Architecture) in Hwaseong stood in front of the outdoor installation artwork named <Calling – Sky, Land, Wind> under the exhibition of <ARTIFICIAL NATURE>. Breezy wind must have put a smile on her face. Wind makes a natural smile. Why don't we stand together with her in this space where we can face nature and artificial objects?

华城市SODA美术馆的刘达勿策展人站在露天装置展览《ARTIFICIAL NATURE》中名为《召唤——天、地、风》的作品前，在清风中露出自然的微笑。在自然与人造景观完美结合的空间里，我们也一起站在这里凝视对望，如何？

