

科莱恩：推进在华发展，做真正的中国市场局内人

Clariant: Develop in China to be a true insider of the Chinese market



[严凯鹏，科莱恩大中华区总裁]

● *By Jan Kreibbaum, Regional President of Clariant Greater China/ Korea*

在中国与瑞士建立外交关系65周年之际，作为一家在中国拥有众多业务并坚持可持续发展的瑞士公司，科莱恩对于能获得如此有利的成长环境深感荣幸。

涉足中国

科莱恩是全球领先的特种化学品公司，总部位于瑞士。目前，科莱恩拥有100多家集团公司，在60多个国家设有办事处，并在全球建立了200多个生产基地，主要面向护理化学品、催化剂、自然资源、塑料与涂料四大业务领域。我们在全球拥有超过1.7万名员工。在2014年财务年度，科莱恩的持续经营业务销售额达到了61.16亿瑞郎。

我们与中国的渊源可以一直追溯到100多年前，当时公司的前身赫斯特公司（Hoechst）1895年首次涉足中国市场。与化工公司山德士（Sandoz）分拆后，我们1995年以科莱恩的名字再次进入中国市场，当时仅在天津设立了一家办事处。此后，我们开始与当地客户发展更加紧密的关系，直至持续成长为中国特种化学品行业的知名企业。现在，我们在大中华区（包括中国

On the occasion of the 65th anniversary of China-Switzerland diplomatic relations, as a Swiss company with many businesses in China and keeping sustainable development, Clariant is honoured to be part of such a favourable environment for growth.

Presence in China

Clariant is a global leader in speciality chemicals, headquartered in Switzerland. At present, Clariant has more than 100 group companies, with offices in more than 60 countries and over 200 production bases around the world, mainly focusing on four business areas: care chemicals, catalysis, natural resources, plastics and coatings. We have over 17,000 employees worldwide. In fiscal year 2014, Clariant' sales revenue from continuing operations reached CHF 6.116 billion.

Our relations with China can be traced back to more than 100 years ago, where Hoechst Corporation, the predecessor of the company first ventured into the Chinese market in 1895. After the spin-off from the chemical company Sandoz, we entered the Chinese market again in 1995 under the name of Clariant, and we had only one sales office in Tianjin by then. After that, we began to develop closer relations with local customers, and gradually grew into a renowned player in the speciality chemicals industry. Currently, we have manufacturing facilities, offices and technical services centres in 19 major cities of the Greater China region (including mainland China, Hong Kong, Taiwan and Korea), with more than 1,500 employees.

The vibrant Chinese economy has offered us with a lot of opportunities, enabling us to sustain development in this thriving market. McKinsey research has shown that China is already the world's largest chemicals market. China accounts for about 30% of the global chemicals production. With the ongoing urbanisation and rising of the middle class, the share is expected to reach 50% in 2030.

New development on different frontiers

In fact, to a large extent, the success of Clariant in the Chinese market within a short period of time can be attributed to our capacity and competitiveness to develop with the outside world. Today, China's economy is transitioning to a more sustainable development model. China's economy under the "new normal" is no longer in simple pursuit of economic growth in absolute numbers, but focuses more on the quality of the growth. The Chinese government is actively coping with challenges such as environmental pollution, energy shortage and product safety, which are the just the focus of

大陆，香港，台湾和韩国）的19个主要城市设有生产工厂、办事处和技术服务中心，员工超过1500名。

充满活力的中国经济为我们提供了很多机遇，使我们在这个欣欣向荣的市场得以持续发展。麦肯锡的研究表明，中国已经是当今世界最大的化学品市场。中国占据了全球化学品生产约30%的份额，随着城市化的发展和新兴中产阶级的不断壮大，预计这一比例将在2030年达到50%。

不同前沿领域的新发展

事实上，科莱恩能够在相当短的时间内成功立足中国市场，很大程度上要归功于我们与外部世界一起携手发展的能力与竞争力。今天，中国经济正在向更加可持续的发展方向转型。“新常态”下的中国经济，已经不再仅仅追求经济增长的绝对数字，而是更加注重增长的质量。中国政府积极应对环境污染、能源短缺、产品安全等一系列挑战，这些正是科莱恩专注的领域。我们将通过可持续性产品与创新支持中国可持续发展。

多年来，我们已在中国建立了全面的生产和服务网络。今天，我们面向当地市场的产品中有超过一半产自中国境内。本土化产品供应不仅缩短了供应链交付时间，而且能够利用定制解决方案更有针对性地满足客户需求。

目前，我们正在上海建设新的区域研发中心，作为广州、惠州、天津、镇江、台湾和上海等技术中心的补充，进一步驱动科莱恩在中国的创新活动。中国正在成为更创新、管理更严格的市场，科莱恩将创新力转移至这一前景良好的市场将是关键一着。

我们在中国的可持续增长也得益于有效的产品组合管理。近期，我们收购了从事医药包装的威达公司。此举丰富了我们的产品组合和解决方案，增强了我们为本地和亚洲市场提供更加全面服务的能力。同时，我们与中国本地公司的合作也获得了引人注目的成果，在天津和杭州的两家合资颜料工厂将对我们的本地生产网络发挥关键作用。

目前，我们正在扩建位于镇江的多功能工厂，在现有特种工业与消费品业务的基础上，增加添加剂、颜料和催化剂业务。自2009年以来，位于中瑞镇江生态产业园的科莱恩多功能工厂一直保持着良好运营。得益于工业园区理想的地理位置，该工厂可以便利地接触原材料供应商和关键客户。通

Clariant. We will support the sustainable development of China with unique products and innovation.

For many years, we have established a comprehensive production and service network in China. Today, more than half of our products for the local market are produced in China. The localisation of product supply not only reduces the lead time of supply chain, but also enables customised solutions to target at customer needs.

At present, we are building a new regional research and development centre in Shanghai to supplement the technical centres in Guangzhou, Huizhou, Tianjin, Zhenjiang, Taiwan and Shanghai, and further drive Clariant's innovation in China. China is becoming a more innovative market with better supervision. Clariant's transfer of innovative capacity to this promising market would be a vital move.

Our sustainable growth in China also benefited from effective product portfolio management. Recently, we acquired healthcare packaging company VitaPac. This expanded our portfolio of products and solutions and enhanced our capacity to provide more comprehensive services to local and Asian markets. Meanwhile, our cooperation with local Chinese companies has also made remarkable achievements. Two joint ventures of pigment plants in Tianjin and Hangzhou will play a key role on our local production networks.

Currently, we are expanding the multi-purpose plant (MPP) in Zhenjiang, to add additives, pigments and catalysts business to the existing industrial and consumer specialties. Since 2009, the Clariant multi-purpose plant (MPP) in Sino-Swiss Zhenjiang Ecological Industrial Park has maintained good operation. Benefited from the ideal location of the industrial park, the facility has easy access to raw material suppliers and key customers. By integrating most advanced organization and sustainable development principles into the management, the facility has been conferred multiple safety and sustainable certifications from the local authorities. The facility has also established strong connection with the local community. It holds regular programmes of social responsibility on the needs of local schools and the children.

Future-oriented Strategy of Clariant China

In the changing business environment of China, we are able to quickly and accurately identify the development trend of the community and industry, and adapt our products and services to meet specific market

过将最先进的组织和可持续发展原则纳入基地管理，该工厂获得了由当地政府部门颁发的多个安全和可持续认证。工厂还与当地社区建立了牢固的关系，定期开展企业社会责任项目，关注当地学校和孩子的需求。

面向未来的科莱恩中国战略

在中国不断变化的商业环境中，我们能够迅速准确地识别社会和行业发展趋势，调整我们的产品和服务以适应特殊的市场需求，这已成为迄今科莱恩在中国取得成功的秘诀之一。

needs. It has become one of Clariant's secret to the success in China.

We've noticed a recent trend that an increasing number of customers are looking to strengthen its strategic relationships with industry partners, especially with those who "know the local market and the unique needs of customers", as they can respond to the needs by local innovation, local production, local business drive and local decision-making.

Clariant is committed to becoming the true "China Insider" in the eyes of the partners. We will actively participate in the initiatives like "Made in China 2025 Plan" to support the sustainable development of China.

We have developed Clariant's transition roadmap in China, including 5 key strategic theme frameworks, which we call "5L strategy", namely Local Insight, Local Competitiveness, Local Empowerment, Local Innovation and Local Partnering. The strategy is consistent with the guidelines

科莱恩位于上海的大中国区总部

Headquarters of Clariant Greater China in Shanghai



我们已经注意到最近的一个趋势：越来越多的客户希望加强与业内合作伙伴的战略关系，尤其是与“了解当地市场与当地客户独特需求的机构”建立这种合作关系，因为这些机构能够通过本土化创新、本土化生产、本土化业务驱动和本土化决策来响应他们的需求。

科莱恩致力于成为合作伙伴心目中真正的“中国市场局内人”，我们将积极参与“中国制造2025计划”等类似举措，支持中国实现可持续发展。

我们已经制定了科莱恩在中国的转型路线图，包括5个关键战略主题框架，我们称之为“5L战略”，即本土洞察力、本土竞争力、本土决策力、本土创新力和本土合作力。该战略符合为“中国制造2025计划”制定的指导方针，即将创新作为主要驱动力，注重质量，强调绿色发展、结构优化和人才优先。

为了在中国的“新常态”下取得长远成功，可持续发展已成为战略重点。我们相信，它是化工行业和中国经济取得长远成功的基本要素，为包括科莱恩在内的支持可持续发展的企业带来了巨大机遇。为此，我们积极投资新设施和新硬件。

为了在整个创新管道强调可持续性，我们已经推出了可持续性旗舰标签EcoTain®。通过对社会、环境和经济这三个可持续性维度的考量，科莱恩采用36项标准对产品进行系统和深入的筛选，仅向符合标准的产品标注EcoTain®标签。

2015年6月，科莱恩中国连续第二次获得由国际化学品制造商协会（AICM）颁发的责任关怀领袖奖。该奖项进一步肯定了科莱恩在实施责任关怀项目上持续不断的努力。

要想成为真正的“中国市场局内人”，我们的成功不仅在于自身的成长，还在于与当地社区的共同发展。去年，我们发起了一项名为HOPES的企业公

民项目，支持科莱恩业务活动所在社区的当地教育。一批员工志愿者以此项目开展了工厂开放日、科普文化嘉年华、书籍捐赠等一系列活动。

中瑞关系将在建交65周年之际迈入新的发展阶段，科莱恩等瑞士企业必将迎来更多机遇。去年，瑞士与中国成功签署自由贸易协定，将帮助瑞士企业在广阔的中国市场上继续开拓。作为在华领先的瑞士企业，科莱恩将以身作则，发挥商业组织的重要作用，全面致力于业务发展和社区投入，力争成为真正的“中国市场局内人”。

of “Made in China 2025 Plan”, including having manufacturing be innovation-driven, emphasizing quality over quantity, achieving green development, optimizing the structure of Chinese industry, and nurturing talents.

In order to secure long-term success of China under the “new normal”, sustainable development has become a strategic priority. We believe that it is fundamental to long-term success of the chemical industry and the Chinese economy, and brings huge opportunities to enterprises supporting sustainable development, including Clariant. To this end, we are actively investing in new facilities and new hardware.

To emphasize sustainability throughout the innovation pipeline, we have introduced a sustainability flagship label EcoTain®. Based on evaluation from three sustainability dimensions of community, environment and economy, Clariant employs 36 standards to perform systematic and thorough screening on products, and only those who meet the criteria can be labelled with EcoTain®.

In June 2015, Clariant China won the Responsible Care Chairman Award by the Association of International Chemical Manufacturers (AICM) for the second time in a row. The award is a further recognition of Clariant's continuous efforts to implement Responsible Care.

In order to become a real “China Insider”, our success relies not only on our own growth, but also on the shared development with the local community. Last year, we launched the HOPES program of corporate citizenship in support of local education in the communities with Clariant operations. In this project, employee volunteers held a series of activities, including open day of factory, carnival of popular science and donation.

The China-Switzerland diplomatic relations will come to a new stage at its 65th anniversary, and Swiss enterprises like Clariant will surely have more opportunities. Last year, Switzerland signed a free trade agreement with China, which will help Swiss enterprises to further explore the vast Chinese market. As a leading Swiss company in China, Clariant will lead by example to play the important role as a business organization, be fully committed to business development and community involvement, and strive to become a true “China Insider”.