

T. Hasegawa, adding more flavours and fragrances to your life 长谷川香料 让生活更有味

— Interview with Masato Narita, president of T.Hasegawa Flavours & Fragrances (Shanghai) Co., Ltd. and president of T.Hasegawa Flavours (Suzhou) Co., Ltd., and Toshiya Sugawara, managing director of T.Hasegawa Flavours (Suzhou) Co., Ltd.

— 访长谷川香料（上海）有限公司董事长兼长谷川香料（苏州）有限公司董事长成田正人先生、长谷川香料（苏州）有限公司董事总经理菅原俊也先生

早 些年本刊曾报道过长谷川香料（上海）有限公司，发表了一篇题目为“百年久盛不衰 香飘五湖四海”的文章。适逢中日邦交正常化 45 周年之际，我们又回访了著名的日本香精香料企业长谷川。长谷川香料（上海）有限公司董事长兼长谷川香料（苏州）有限公司董事长成田正人先生、长谷川香料（苏州）有限公司董事总经理菅原俊也先生，两位企业高管愉快地接受了我们的采访。

据成田正人先生介绍，长谷川香料株式会社是日化香料及食品用香料开发和生产的综合性香料企业，位居世界前 10 强。公司创立于 1903 年，至今已有 110 多年的历史。公司本着“技术立社”的原则，致力于品质管理，保证提供“安心安全”的产品。长谷川香料株式会社在日本东京证交



长谷川香料（上海）有限公司董事长兼长谷川香料（苏州）有限公司董事长成田正人先生 Masato Narita, president of T.Hasegawa Flavours & Fragrances (Shanghai) Co., Ltd. and president of T.Hasegawa Flavours (Suzhou) Co., Ltd.,

□本刊记者 李 莉
所第一部上市，会长是长谷川德二郎，社长是近藤隆彦。2016 年的营业额为 476 亿日元，员工约 1500 人，分别在美国、中国、马来西亚设有生产基地，在泰国、印度尼西亚设有销售公司，代理商遍及世界各地。

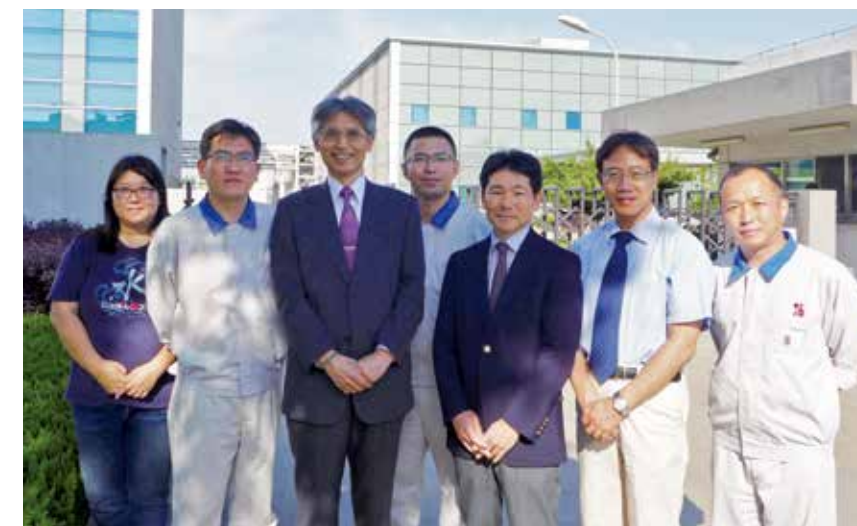
长谷川香料株式会社在中国投资成立了两家企业，分别是 2000 年成立的长谷川香料（上海）有限公司和 2006 年成立的长谷川香料（苏州）有限公司。上海公司的职能包括研发、生产、销售等，苏州公司是上海公司的委托加工工厂，以生产食品用香精为主。上海公司还分别在北京、广州设有销售分公司。上海公司和苏州公司两者构成长谷川香料中国事业的整体，员工近 300 人，可为中国市场提供 3000 多个品种的香精香料，



客户群 70% 是外资企业（含 10% 的日资企业），30% 是中国内资企业。长谷川香料株式会社非常重视中国市场。目前中国市场已成为其最大的海外市场，也是发展最好的海外分公司。自 2016 年 9 月开始由成田正人先生常驻中国担任董事长。

成田正人先生拥有丰富的跨国公司经营管理经验，在日本兄弟公司工作了 40 年，期间曾常年在中国从事企业管理工作。成田正人先生上任后，提出了长谷川香料中国口号是：成为一流，芬芳中国！他说：“我期待各位同事能在各自领域追求一流，在各自领域成为自身以及他人都认同的专业人才，从而带动公司成为一流。公司成为一流的话，每位成员也都会带着自豪感投入到自身工作中。我期盼让我们长谷川香料所提供的香精香料，为中国带来美好芬芳。”

企业管理和人才培养是企业高管的主要工作内容之一。成田正人先生说：“我们是一家日本在中国投资的企业，企业管理完全照搬日本的模式是行不通的，必须与中国的国情相结合，实现本地化管理，培养本地化人才。一流的人才成就一流的企业，同样一流的企业培养出一流的人才。企业积极组织员工参加各项文娱活动，也配合所在社区开展各项交流活动。通过各项活动的开展，加强公司与员工的互动和员工彼此之间的互动，把员工团结在一起，与公司结为利益共同体和命运共同体。我们经常开展篮球比赛、旅游、员工家属参观工厂、年会、海外研修等各种企业文化活动。同时，在这些企业文化活动之外，董事长还通过组织董事长沙龙，发行董事长月刊等，对员工进行



长谷川香料（苏州）有限公司董事总经理菅原俊也先生 Toshiya Sugawara, managing director of T.Hasegawa Flavours (Suzhou) Co., Ltd.

并于 6 月初取得了生产许可，正式开始生产，主要生产液体香料。建设工厂时，十分注重保护环境，不仅增强了污水处理设备的处理能力，还配备了目前最先进的脱臭设备。今后将积极与附近居民接触，努力把公司打造成“周围居民想来工作，小朋友期待进入”的公司。

谈到安全生产的话题，菅原俊也先生介绍说，长谷川香料（苏州）有限公司成为 2015 年苏州市率先完成工贸行业安全生产标准化二级达标验收的企业之一。“安全生产工作只有起点、没有终点。在开展安全生产标准化达标创建的一年时间里，长谷川的经验是安全生产工作务必做细做全，防患于未然，杜绝一切可能存在的安全隐患。”菅原俊也先生还表示，虽然目前企业的安全生产达标创建取得了阶段性成果，但安全生产工作依然任重道远。

久负盛名逾百年，独领风骚在今朝。长谷川香料，让生活更有味。最后谈到未来新规划时，成田正人先生说：“坚持长期在中国发展是不会动摇的。目前是要把我们在中国的事业做大做强。希望到 2025 年，在公司迎来在中国成立 25 周年之际，我们的销售额能增长一倍。我们工厂有土地储备，未来将根据中国市场的发展择时择机扩建扩产。香料产品的本地化要求较高，产品要适合中国人的口味。因此，研发人员的本地化非常重要。只有本地人才最了解本地人的口味。未来将扩大本地研发人员的投入，研发出更多适合中国市场的新产品提供给消费者。”

启蒙式教育，充分调动各个部门负责人的积极性，发挥他们的作用，培养和教育管理人员真正起到带头作用。”

菅原俊也先生行业造诣颇深，在长谷川香料工作了 35 年，前 25 年从事香精香料的研发工作，后 10 年主要从事产品品质管理和工厂管理工作。菅原俊也先生透露，2006 年 8 月，长谷川香料（苏州）有限公司取得营业执照，一期工厂于 2009 年完成，主要生产食品用香精香料。长谷川香料在中国的事业进入了稳步发展阶段，由于上海公司的设备已不能满足需求，所以在苏州建了二期工厂。据悉，二期工厂于 2013 年 11 月开始建设，2015 年 4 月顺利完工，

Before T.Hasegawa Flavours & Fragrances (Shanghai) Co., Ltd. had been reported in a in our publication - "Prosperity Lasts for Hundreds of Years and Reputation Covers All Corners". This time we paid a return visit to this famous Japanese flavour and fragrance enterprise, in the 45 anniversary of Sino-Japan diplomatic relation normalization. Masato Narita, president of T.Hasegawa Flavours & Fragrances (Shanghai) Co., Ltd. and president of T.Hasegawa Flavours (Suzhou) Co., Ltd., and Toshiya Sugawara, managing director of



T.Hasegawa Flavours (Suzhou) Co., Ltd. were so happy to accept our interview.

Mr. Narita said that T.Hasegawa Co., Ltd., established in 1903, was specialized in food flavour and fragrance development and production and has been ranked one of the top 10 global integrated flavour and fragrance enterprises. T.Hasegawa is devoted to providing "safe and reassuring" products by performing strict quality control and keeping the principle "technique orientation". T.Hasegawa had been listed in the Tokyo Stock Exchange. In 2016, T.Hasegawa had 1,500 employees and made the turnover of JPY 47.6 billion. Its production bases are built in Japan, the United States, China and Malaysia, sales companies are established in Thailand and Indonesia, and agents are distributed in all over the world.

In China T.Hasegawa has established two subsidiaries, T.Hasegawa Flavours & Fragrances (Shanghai) Co., Ltd. in 2006, and T.Hasegawa Flavours (Suzhou) Co., Ltd. in 2006. The Shanghai subsidiary is engaged in research, development, production and sale while the Suzhou subsidiary, as a consigned processing factory serving the Shanghai subsidiary, is mainly in charge of food flavor production. Additionally, the Shanghai subsidiary set

up sales branches in Beijing and Guangzhou. The Shanghai and Suzhou subsidiaries, as the core of T.Hasegawa business in China, employs 300 staffs and provides 3,000 types of flavour and fragrance. 70% clients are foreign funded enterprises (including 10% Japan-funded enterprises), and the rest are China-funded enterprises. The Chinese market, as the biggest overseas market extended by it, is highly valued by T.Hasegawa Co., Ltd., in which the Shanghai subsidiary developed to the best overseas company. Since September 2016, Mr. Narita has held presidents of the Shanghai and Suzhou subsidiaries.

Mr. Narita, well experienced in multinational operation and management, had worked in Brother companies in Japan for over 40 years, during which, he had been engaged in management on the Chinese enterprises. Once taking the post, Mr. Narita put forward a slogan in the Chinese company - to be First-class and serve Chinese! "I expect all of my colleagues to pursue the first-class and become professional talent praised in the field so as to drive the company to be first-class. All staffs would be proud of our work if the company is first-class. I wish T.Hasegawa flavour and fragrance serve and benefit Chinese well." said by Mr. Narita.

Enterprise management and talent culture are the important part of senior executives' work. Mr. Narita pointed out that Japanese enterprise management mode is not applicable to T.Hasegawa Shanghai as a Japan-funded enterprise. Its management and talent culture should be subjected to localization in combination of the actual conditions in China. First-class talents create a first-class enterprise, and likewise a first-class enterprise will turn out first-class talents. The enterprise actively organizes staffs to participate in recreational activities and cooperates to carry



out the communication activities in local community. Such activities improve the interactions between the company and staffs and between staffs, and unite staffs to the company as an interest and destiny community. We carry out corporate culture activities like basketball game, tourism, family members' factory visit, annual meeting, overseas study. Besides the activities above, the president organizes the president salon and issues monthly president magazines for personnel enlightenment education, mobilizing department principals greatly and encouraging them to play leading roles.

Mr. Sugawara, with great accomplishments, had work in T.Hasegawa for 35 years - engaged in research and development of flavour in the first 25 years, and product quality control and factory management in next 10 years. Mr. Sugawara stated that T.Hasegawa Flavours (Suzhou) Co., Ltd. was issued with business license



residents desire to work and children want to visit.

With regard to safety in production, Mr. Sugawara said that T.Hasegawa Flavours (Suzhou) Co., Ltd. had become one of the enterprises that passed the 2015 grade-II safe production standardization acceptance in industry & trade industry in Suzhou. "Production safety work" shall run throughout the process. The experience conclusion was drawn in the one-year safe production standardization acceptance that production safety shall be stressed in each level and corner and no potential safety hazard shall be neglected." Mr. Sugawara also expressed that production safety shall be always paid attention to although the enterprise has gotten periodic achievements in production safety acceptance.



Reputation lingers in a long time and excellence forms today. T.Hasegawa adds more flavours and fragrances to your life. "We will adhere to developing for a long time in China. Our business will be made bigger and stronger. We wish that the sales amount will

be doubled in 2025 when we will celebrate the 25th anniversary in China. We have land reserve which will be used in future extension in a suitable moment. Flavour and fragrance products should be localized to cater to Chinese's taste. Therefore, it is important to localize R&D personnel. Local talents know Chinese's taste mostly, more funds will be invested to local R&D personnel, and new and popular products will be developed in the Chinese market." said by Mr. Narita, talking about future planning.

in August 2006 and the first phase factory for food flavor production was completed in 2009. Soon T.Hasegawa entered a stable development stage, the Shanghai subsidiary could not meet the production demands, so the second phase factory was built in Suzhou from November 2013 and completed in April 2015. In June that year the company obtained the production license and started formal liquid flavor production. Environment protection was taken into account in the factory construction - sewage treatment plant was equipped to improve treatment capacity, and art-of-the-state deodorizing plant was also applied. We will keep positive contact with nearby residents and strive to make the company be a place that local

