

Firmenich, a Family Owned Company with a Legacy of Innovative Craftsmanship in Fragrance and Flavors

芬美意，传承历史的百年企业——突破创新，独具匠心

—— Interview with Mr. Olegario Monegal, President of Firmenich China and Board Member of Swiss Chinese Chamber of Commerce

—— 访芬美意中国区总裁、中国瑞士商会董事蒙讴磊先生

在人类工业发展史上，家族式企业作为一支重要力量，对工业进步与发展起到了不可替代的作用。自1895年创建，芬美意一直活跃在香水、食品和饮料领域，公司拥有123年的悠久历史，已历经五代，拥有强大的基因传承、世界级创意和创新传统、扎实的专业知识和丰富的经验，不断创造出广受欢迎的香气和口味。

作为一家优秀的瑞士家族企业，芬美意始终践行良好的企业社会责任，致力于做到对员工，对客户和对社会的长期负责。这就是为什么它被公认为

行业可持续发展的领导者，以专业的技术帮助解决卫生和营养等关键领域的社会挑战。例如，2017年，为了应对肥胖问题，芬美意的解决方案帮助从食品和饮料中减少了15万吨糖，相当于6000亿卡路里的热量！此外，今年，芬美意还宣布在2018年年底之前成为100%认证的性别平等雇主，而其所在的行业平均薪酬差距为20%。

芬美意是全球香料香精行业规模最大的私营企业，7000多名员工分布在全球100多个市场，全球有63个分支机构，其中包括30个生产基地以及4个研发中心，市场份额每年都在不断增长，2017年营业收入达到35亿瑞士法郎，增长率实现了4.5%，超过了全球GDP的平均增速。

每一天，芬美意的产品都会通过众多知名品牌被40多亿消费者使用。作为全球香水行业的领导者，公司还创造出了许多屡获殊荣的香水，包括古驰(Gucci)的Bloom，凯卓(Kenzo)的Flower，圣罗兰(Yves Saint Laurent)的黑鸦片(Black Opium)和Calvin Klein的CK One等。

一个鲜为人知的事实是，世界上的调香师比宇航员少。正因为如此，一代一代的调香师的传承和培育对于芬美意来说至关重要。



蒙讴磊先生 Mr. Olegario Monegal

□记者 李莉

而今，芬美意在行业内拥有的最杰出的调香大师是帮助公司立于行业领先地位的重要法宝。例如，今年获得终身成就奖的调香大师 Oliver Cresp，他是芬美意历史上第四位获得该奖项的大师，其他三位分别是 Alberto Morillas (2013)、Annie Buzantian (2015) 和 Harry Frémont (2017)。

芬美意本着可持续和负责任的业务理念，发起名为“汇聚天然”的全球倡议，旨在将世界上最好的天然原料供应商联合起来，分享创新理念，联手解决农业中的挑战，同时支持小农业主的可持续生计。到目前为止，该项目已经惠及全球25万农户家庭，并提供了170种天然原料的供给。

中国作为世界经济链条中最为瞩目的一个环节，已经成为各大跨国公司实现全球运营、提升整体竞争力的必争之地。芬美意公司准确地把握历史机遇，早在80年代就进入中国市场，全面实施中国发展战略，目前，中国已经成为芬美意全球的第二大市场，仅次于美国。

芬美意一直非常重视中国这个战略市场，不仅看重中国市场的消费潜力，更仗仗当地的人才和经济发展的速度带动全球业务的发展。芬美意在中国上海的总部集销售、创新和生产于一体，为的是更好的服务当地的客户、响应市场速度，并拓展市场占有率。芬美意在25年前就正式进入中国市场，从当初的2个人，发展到现在680人的团队。芬美意在中国市场取得的长足发展，归功于这个家族式企业对中国的长期承诺以及持续大量的投入。为探寻芬美意发展轨迹，解读其成功奥秘，记者专程采访了芬美意中国区总裁、中国瑞士商会董事蒙讴磊先生。在芬美意工作了20年的蒙讴磊总裁，于去年7月正式担任中国区总裁。蒙讴磊总裁拥有丰富的跨部门协作经验和敏锐的市场洞察力，深谙管理精髓。

“研发创新是芬美意的基因，也是公司的致胜利器。”蒙讴磊先生说。面对不断变化的市场，一个多世纪以来，芬美意一直秉承



不断进取的创新精神。公司每年投入10%的销售额在研发领域，至今已获得近3000项行业专利以及无数奖项和荣誉。“更令芬美意人自豪的是，公司第一任研发负责人 Leopold Ruzicka (鲁日奇卡) 曾在1939年获得诺贝尔化学奖。这是我们的研发标杆，也是在我们所有工作中持续激励我们的创新精神。”蒙讴磊补充道。

芬美意的业务由其强大的研发团队提供支持，该团队遍布全球四大研发中心：上海（中国），古吉拉特邦（印度），日内瓦（瑞士）和普林斯顿（美国），数百名科学家协同合作致力于推进公司的研发进程。当今世界，如果要成功的进行创新，就不能固步自封。芬美意一直保持开放的姿态，旨在建立起一个强大的、开放式的创新系统，和不同的机构开展对话，包括和学术机构成立研发联盟，和大专院校开展项目合作，并与很多中国初创企业建立了业务联系。2014年，公司研发相继推出了业内首个生物技术香原料产品，千龙木®和左旋降龙涎醚®。今年芬美意发布第三款生物技术香原料产品 Z11，这款标志性的木香龙涎琥珀香韵产品进一步巩固了公司在可持续生物技术领域的领先地位。

芬美意上海研发中心有来自中国和世界各地的科学家，不仅服务中国本土客户的需求，还与全球其它三大研发中心联动，为全球市场提供创新的产品和服务。依仗对本地市场和客户的了解，以及全球资源的支持，上海研发中心为东北亚市场提供解决方案，并得到了客户的赞誉和肯定。“在过去10年中，芬美意在中国累计有超过20个研发合作项目，其中8个目前还在进行中。我们的主要合作领域包括生物科学、生物技术、材料科学和化学。我们还与南亚和北亚的顶尖科学家保持了良好的学术联系。”Monegal补充说：“我



们坚信开放的研发生态系统是加速我们在中国自主创新的主要动力，这也将造福行业 and 产业链的参与者，并支持中国政府的‘2025发展规划’，帮助中国公司在全球范围内的发展和成功。”

企业和社会是生存发展的共同体。芬美意不仅简单地坚持遵守中国的法律法规，还在健康、安全和环境保护领域主动承担起了一个负责任的企业公民的职责。今天的消费者更愿意使用自然的、可追溯的、可持续的、环保和安全的產品，同时追求愉悦的感官体验。蒙讴磊总裁说：“保证食品安全和质量合规是不可妥协的。因此，我们通过科学实践来论证安全性、可追溯性和营养价值。除食品安全以外，芬美意始终坚持最高的诚信标准，我们在设施、设备、工艺、原材料、以及设施和设备维护方面采用最高的道德准则和法律标准。所有这些都定期在定期的员工绩效评估和持续的培训和进修课程中得以体现，以不断强化芬美意‘质量第一’的理念。此外，芬美意也和中国政府开展密切的沟通和合作。”

“十九大”以来，中国政府提出了一系列开创性的新思想、新理论、新目标和新征程，使芬美意对未来在中国的发展充满信心。2017年，芬美意在中国张家港投资建设液态食用香精生产工厂，这是迄今为止公司在全球的最大资产投入项目，这一全球领先的自动化工厂将在今年12月正式投入运营。这将使芬美意能够为其遍布中国的客户提供卓越的服务，同时加快产品上市速度并实现卓越运营。工厂将秉承公司2020年环境目标，按照最高的可持续发展标准建设，超越中国政府对环境保护和安全的基本要求，特别是在水和排放管理领域。例如，工厂将拥有最先进的污水处理系统，使现场使用的水得以循环利用。它还将使用高效率的处理设备、照明和建筑部件来优化能源消耗，同时从清洁用水和建筑通风中回收热量。

未来，芬美意将继续拓展在中国的运营，比如在成都将要开设办事处，扩大经销商的网络，并利用最新的网络技术来进一步延伸商业触角。“当然，我们也会通过继续收购来加深市场的渗透度，扩大我们的影响力。未来，我们希望芬美意仗仗领先卓越的香精香料技术继续领跑中国市场，以可持续发展的方式为中国消费者带来更加愉悦的感官体验。”蒙讴磊总裁总结道。

Throughout industry's history, family firms have played a significant role in industrial progress and development. Ever since Firmenich began in a garage in 1895, it has been at the heart of the fragrance, food and beverage industry. With a history of 123 years and over five generations of family management, Firmenich has a legacy of world-class creativity and innovation, having created some of the world's most loved smell and tastes.

Being a family owned company, the Swiss Group always take a long-term view of its business to be a force for good, for its colleagues, for its customers and for society. That's why

it is recognized as a leader in sustainability in its industry and puts its science to work to address key societal challenges, such as sanitation and nutrition, while offering a workplace where all its colleagues can thrive. For instance, tackling obesity in 2017 Firmenich removed 150,000 tons of sugar from food & beverages, representing 600 billion calories! Building on this legacy, this year, Firmenich announced its commitment to become a 100% certified gender equality employer by the end of 2018, in a context where the industry average pay gap is 20%.

As the world's largest private enterprise in the fragrance and flavors industry, Firmenich has over 7000 employees and 63 facilities, including 30 manufacturing sites and four R&D centers, in over 100 global markets. Pursuing its successful growth journey, Firmenich recorded 3.5 billion Swiss francs in net sales this year, an increase of 4.5% compared to the previous year, above global GDP.

Fragrancing and Flavoring some of the world's greatest brands, Firmenich touches over 4 billion consumers many times a day, from their breakfast in the morning, all the way to their shampoo, shower gel or Fine Fragrance that they wear to go out at night. As the industry leader in Fine Fragrance globally, the Group designs award-winning perfumes worn by men and women worldwide, including iconic blockbusters such as Gucci Bloom, Flower by Kenzo, Yves Saint Laurent's Black Opium and Calvin Klein's CK One.

A little known fact, there are less Perfumers in the world than astronauts, making it essential for the Group to nurture this craft from generation to generation. Today, Firmenich counts amongst its ranks some of the industry's most illustrious creators. For example, Master Perfumer, Oliver Cresp, received this year's Lifetime Achievement Award from the Fragrance Foundation in recognition of his outstanding creative legacy. Placing Firmenich at the pinnacle of creativity, he is the Group's fourth Master Perfumer to be honored with the title since it was introduced six years ago, following in the footsteps of Firmenich Master Perfumers Alberto Morillas (2013), Annie Buzantian (2015), Harry Frémont (2017).

Consistent with its responsible business approach, Firmenich is committed to offering its creators and customers the most pristine natural ingredients, while ensuring the most transparent, ethical and sustainable value chain. Building on the



蒙讴磊先生 Mr. Olegario Monegal

Group's "Naturals Together" program and community, Firmenich continues to invest in expanding its long-term partnerships to scale up its impact, while supporting smallholder farmers' sustainable livelihoods. Firmenich is proud to support the livelihoods of 250,000 farming families at the source of 170 varieties of natural ingredients around the world.

As one of the fastest growing world economies, China is a coveted destination for multinationals looking to expand globally, while increasing their competitiveness. Firmenich has been operating in China since the 1980s and growing its footprint and presence in this strategic market ever since. Today China is the Group's second largest market in the

world, after America.

Following 25 years of consistent investment cutting across leading Research, Creativity, Commercial and Production facilities and expertise, today Firmenich is a leader in the Chinese Fragrance and Flavor industry. From humble beginnings, starting out with only two colleagues, today almost 700 colleagues are based in its main office in Shanghai, all dedicated to delighting Chinese consumers.

To best trace Firmenich's development footprint and understand the secret of its success, Multinationals in China sat down with Mr. Olegario Monegal, President of Firmenich China and Board Member of Swiss Chinese Chamber of Commerce. Monegal who has an outstanding track record with Firmenich over the past 20 years, took on the role of Firmenich China President in July 2017. An experienced business leader, Monegal has extensive knowledge of the industry, coupled with deep market insights.

"World-class research and innovation is the heart of this Company," said Monegal. Firmenich was created by a talented Swiss scientist, Philippe Chuit in 1895 and ever since, science has been its engine of growth. Irrespective of market fluctuations, the Group has consistently invested 10% of its turnover in research every year for over a century, creating approximately 3000 active patents and a myriad of prestigious awards. "Ever since our Head of Research received the Nobel



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Prize in 1939 for his breakthrough science, this is our benchmark and constant aspiration across everything we do," explained Monegal.

Firmenich's Business is supported by its robust research and development teams, which are spread across four global R&D centers: Shanghai (China), Gujarat (India), Geneva (Switzerland) and Princeton, (USA), where hundreds of scientists are committed to advancing the Group's ambitious research agenda. These teams work closely together with the creation, application and business development teams across the Company, as well as with a network of world-renowned scientific partners from academic experts to start-ups.

Consistent with the Group's legacy of pioneering innovation and commitment to sustainability, Firmenich shaped the industry's very first bio-based ingredient with the launch of Clearwood, a warm woody note in 2014. Building on this success, Research launched Ambrox® Super last year, an iconic and sustainable amber note. This year, Firmenich further anchored its leadership in ingredients drawn from sustainable biomass sources, with the launch of a bio-based version of iconic Z11, a powerful, elegant, woody, amber note.

Firmenich's Shanghai R&D center, employing engineers from the four corners of the globe, not only serves Chinese customers, but also works with the Group's global research centers, to deliver cutting edge products and services to markets around the world. Based on its deep understanding of the Chinese market and local customer preferences, the Chinese R&D Center provides a vast range of innovative and locally-relevant solutions to the Northeast Asian market, recognized and praised from customers across the region. "In the past 10 years, we developed over 20 research collaboration projects with regional and global partners, of which eight are currently ongoing. Our main collaboration areas include biological sciences, biotechnologies, materials sciences and chemistry. We have also maintained a strong academic link with top scientists in South and North Asia," Monegal added, "We strongly believe an open research ecosystem is a main driving force for accelerating our own innovation processes in China, which will also benefit to the whole industry and value chain players, supporting the ambitious "Designed in China 2025" goal set by the Government that will enable Chinese companies to expand globally successfully."



Delivering on its commitment to do good for society, Firmenich goes far beyond simply upholding Chinese laws and regulations, by proactively taking responsibility in the areas such as, well-being, safety and environmental protection. Today consumers are drawn to the goodness of Nature, actively seeking out products that are natural, traceable, sustainable, environmentally-friendly and safe, while also offering enjoyable experiences, smelling and tasting great. "Guaranteeing food safety and quality compliance is non-

negotiable. That's why we put our science to work to meet these expectations with scientifically-proven safety, traceability, as well as nutritional measures. Beyond food safety, Firmenich upholds the highest levels of integrity, as well as ethical, and legal standards across our facilities, equipment, processes, raw materials, as well as the maintenance of our facilities and equipment. All this, supported by regular staff performance evaluations and ongoing trainings and refresher courses to consistently reinforce Firmenich's "quality first" mindset. Firmenich works closely with the Chinese government to ensure that its operations, facilities, processes and equipment conform to the requirements of the government", says Monegal.

Firmenich is greatly encouraged by the ideas, targets and supporting roadmap that was outlined by the Chinese government at the recent Communist Party China Congress. In 2017, Firmenich started building a new liquid flavors plant in Zhangjiagang, its largest capital investment today. Starting operations in December 2018, this new plant is at the cutting edge of the industry from both a technology and capacity perspective. It will enable Firmenich to provide superior service to its customers across China with increased speed-to-market and operational excellence. Advancing the Group's ambitious 2020 environmental goals and going beyond the Chinese government's new requirements on environmental protection and safety, this site is being constructed according to the highest sustainability standards, particularly in the areas of water and emission management. For instance, the plant will have a state-of-the-art waste water treatment system, enabling the recycling of the water used on site. It will also use high efficiency processing equipment, lighting, and building components to optimize energy consumption, while recovering heat from cleaning water and building ventilation.

Looking to the future, Firmenich will continue to expand its operations in China. For example, the Group is planning a new office in Chengdu, an extension of its distribution network, while driving more market share gains through state-of-the-art network technology. "We will definitely intensify our market penetration and amplify our influence through strategic acquisitions. Thanks to our excellent fragrance and flavor technologies, particularly, taste modifiers, sugar reduction programs, delivery systems, that enhance long lastingness, bloom and performance for consumers whenever and wherever they want it," Monegal ends the interview with confidence.