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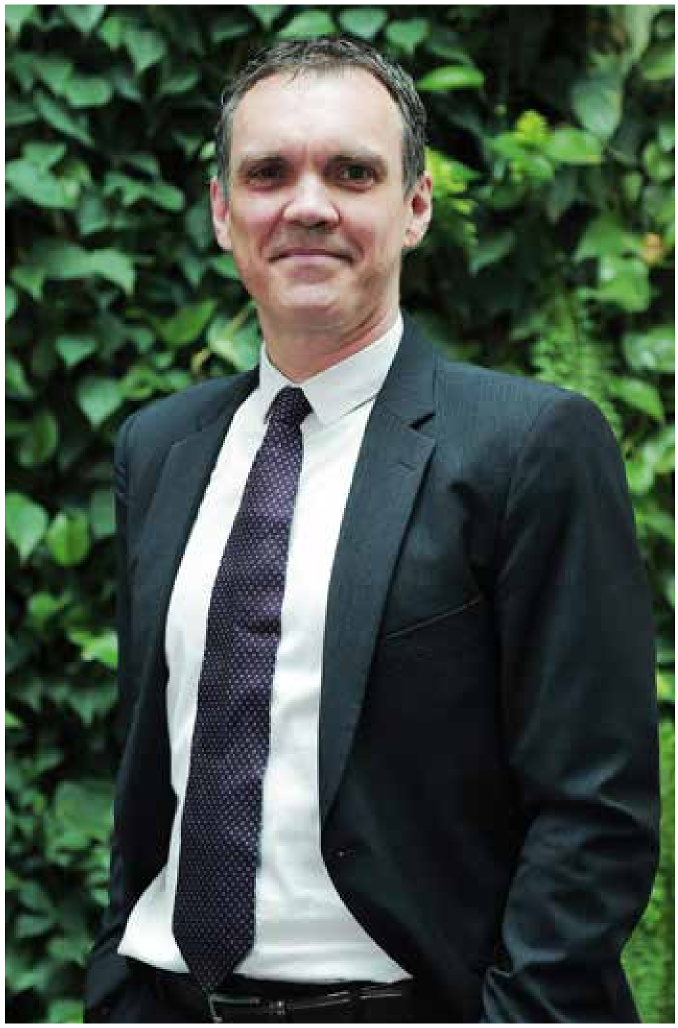

Swiss companies have been setting up manufacturing facilities in China for decades. **The Bridge** speaks to **Jan Kreibaum,** Region Head for Greater China and Korea, of Clariant Chemicals about his twelve years experience of manufacturing in China.

by **Mark Andrews**

几十年以来，瑞士公司一直在中国建立制造厂家。《桥》专访了科莱恩化工（中国）有限公司的大中华及韩国地区区域总监Jan Kreibaum，请他同我们分享了他在华工作十二年的经验。

作者: **Mark Andrews**

You have a rich experience with China, could you outline what you have done here and what brought you here in the first place?

I have actually spent the largest part of my life – over 30 years – in Asia, growing up in Japan and later working there, and have lived and worked in China since 2005. At the time I was running Ciba's Specialty Chemicals' Plastic Additives business unit for Asia-Pacific out of Shanghai. When BASF took over Ciba in 2009 I moved to Hong Kong for a few years, but finally returned to Shanghai in 2011 and joined Clariant as Regional Head for Greater China/Korea in 2013.

If you compare when you first came to China with today, what do you think has changed with regard to China's attractiveness as a place for Swiss companies to manufacture?

When I moved to China in 2005, Ciba had already established a fairly substantial antioxidants production facility near Shanghai a few years

您有着丰富的在华经验，能否简要说说您在华的经历，以及是什么促使您当初来华的呢?

我大部分时间都生活在亚洲，已逾三十载了——我在日本长大、工作，并从2005年起在华工作、生活。起初，我在汽巴精化塑料添加剂亚太区上海部工作。2009年巴斯夫合并汽巴后，我迁去香港了几年；2011年我终究还是回到上海，并于2013年成为科莱恩化工（中国）有限公司的大中华及韩国地区区域总监。

如果您对比一下您刚来时的中国和现如今的中国，您觉得中国在吸引瑞士公司来华制造生产方面有何变化?

当我2005年刚迁来中国时，汽巴已经于几年前在上海附近建立了一家颇具规模的抗氧化剂生

earlier. However, at the time it was still necessary to do so with a joint venture partner, which had its own challenges. At the time the main driver for this production was to have a low-cost supply position for the booming Chinese market, and partially also for the rest of Asia. I think today it is much less a question of just having lower costs – and China is not really a low-cost country anymore – but rather in being able to meet China-specific market needs in an efficient and timely manner. Linking local production with local product development – and increasingly real local R&D – makes a company much more of a credible local player, especially now that local competitors are rapidly increasing their technical prowess and moving up-market. China's 'Made in China 2025' initiative very much shows the direction the country wants to go: towards a high-value, high-technology, innovative manufacturing economy. If a multinational company wants to be a credible player in this environment, I think it becomes imperative to be fully committed – also with manufacturing. What has also struck me in my roles representing Swiss companies in China is that local authorities have moved away from a purely 'investment = tax income' way of thinking to also incorporating environmental and sustainability requirements, as well as insisting more and more on bringing in R&D capabilities together with manufacturing. Local government officials at some of the areas where we operate have told me very clearly that they are now measured on environmental KPIs just as much as on tax generation. Still, I think China continues to be an attractive place for Swiss companies to invest in, but compared to the past one probably needs to be much more critical and thorough in ensuring that there is a solid business case addressing current and future market needs as well as government policies.

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>
> 中国作为生产基地具备一些强有力的优势

Can you outline Clariant's manufacturing activities in China and how these fit in with its other Asian operations?

Currently Clariant operates 13 manufacturing sites in China, including four joint ventures. We produce in China more than half of what we sell here. For some of the businesses the products we produce are very local. For example, our masterbatches for the local plastics processing industry. But some of our other production is of more specialised products that serve our Asian customers and are part of a complementary Asian production network.

What are China's current strengths and weaknesses as a manufacturing base and how do they impact Clariant?

There are several very strong arguments supporting manufacturing in China. First of all it is a major market and is already the world's largest single chemicals market. We also expect that in the chemical industry over 60% of the world's total growth until 2020 will be generated in China. Another important factor that is often disregarded is the strength of the value chain that exists in China, especially along the eastern corridor. This integration of industries amongst suppliers, manufacturers, customers, logistics and services has developed over two decades and is something often more important than just direct costs.

Of course there are also challenges in China. Whereas tightening environmental standards – also in implementation – are very much supported by Clariant and our vision of sustainable chemistry (Clariant

产厂。不过，当时汽巴仍需要和合资企业合作——这本身就很有挑战性。那时的生产主要驱动力是为蓬勃的中国和亚洲其他地方市场打造低成本供应。我认为，如今低成本已然不是我们的目标，同时中国也不再完全是低成本国家了，及时有效地迎合符合中国市场的需求，才是重中之重。把本土化生产、本土产品以及羽翼渐丰的本土研发联系起来，特别是在本土竞争者日益提升技术、更上一层楼的境遇下，可使企业更本土化、更有说服力。"中国制造2025"的初衷就很好地体现了国家想要发展的方向：打造更有价值的高新制造业经济体。如果跨国企业希望在这样的环境下具备说服力，我认为全身心投入很重要。我在华代表瑞士企业期间，当地政府机构已然从"投资=税收"的思维转型过渡到综合考虑可持续环境指标、日益重视研发和生产相结合，这使我十分惊讶。我们经营管辖区域的一些政府官员已经清楚地告诉我，现在环境和税收指标对他们的业绩考评而言同等重要。所以，我认为中国对于前来投资的瑞士企业而言仍具有吸引力，但是对比过去，瑞士投资者可能需要更具批判性地、更全面地确保一个可靠的商业模式，来体现当前和未来的市场和政策需求。

您能否简要说说科莱恩化工在华的生产情况，并说说科莱恩如何将其与在其他亚洲国家的运营相结合的？

当前科莱恩在华有13个制造厂家，包括4家合资企业。在华销售的产品一半以上都是在华生产的。我们生产的有些产品十分本土化，比如为当地塑料加工产业制作的色母粒；另外一些产品是专门为亚洲客户打造的，是我们科莱恩亚洲互补生产网络的一部分。

中国作为生产基地，有哪些优势和弱势呢？它们又是如何影响科莱恩的呢？

中国作为生产基地具备一些强有力的优势。首先，中国既是重要的市场，又是世界最大单一化学品市场。我们预计到2020年，中国将贡献全球化学产品行业总增长的60%以上。另外一个既重要、又经常被忽视的因素是中国价值链，尤其是东部走廊上的中国价值链。产业里发展了二十年的供应商、制造

is among the top three chemical companies globally listed in the prestigious Dow Jones Sustainability Index), we expect that such standards will be applied equally and fairly to all players. Similarly there is now a lot of uncertainty about some existing chemical production site locations, with discussions about whether certain sites need to be relocated or even shut down.

There is a lot of talk about the rising costs of doing business in China such as increasing wages. Have you seen any impact from this?

Absolutely, the operating costs in China have risen over the past years. Today, wages are still increasing at a rate well over inflation. Additionally, environmental and regulatory standards are enforced much more vigorously, sometimes even more strictly than in the West. However, I see this as a generally positive development that also shows that China is rapidly moving towards becoming a truly developed economy. The playing field is becoming more even, and at the same time this also goes hand-in-hand with a population that has a rapidly rising disposable income. For our specialty chemicals industry, wages are in any case not the most significant cost factor. It is more important to find – and keep – excellent people working for us.

The Trump administration seems to be quite negative towards trade with China. Do you expect this to impact the attractiveness of China as a manufacturing destination for Swiss companies?

This is a very interesting question. It has been difficult to really understand what direction the Trump administration will take in its dealings with China. Whereas Mr. Trump made many bold and provocative statements during his campaign on how he would deal with China, not much seems to be really happening yet. On the other hand, one does already see statements from European stakeholders that with the US's purportedly increasingly isolationist tendencies, stronger relations between Europe and China are encouraged. This could translate into more business opportunities for European companies, especially if US competitors in China are actively retaliated against by the Chinese government. The graver concern is of course that the anti-globalization trade policies of the US will have an overall negative business impact globally, also impacting China's economy and hence its attractiveness.

Which countries in Asia should be seen as serious competitors to attracting Swiss manufacturing?

Certainly other countries in Asia have lower operating costs, and where the local market justifies it, local manufacturing can make a lot of sense. For example, Clariant has significant manufacturing investments in Indonesia – by itself a strongly growing market – as well as other areas in South-East Asia. And as mentioned earlier, these can also be part of an effective complementary manufacturing network. Nonetheless, whereas some of these, including Indonesia and Vietnam, have lower direct costs, an underdeveloped value chain very quickly eats up any advantages.

Overall, I strongly believe that China's market size and growth, increasingly sophisticated demand and especially a highly-evolved value chain will continue to make China a most attractive place to invest in manufacturing – as long as you have the right products for China today and for the future, of course.

者、客户、物流和服务的整合，是比直接成本更重要的因素。

当然，中国也有中国的挑战。虽然科莱恩有着发展可持续化学的愿景，并大力支持推行更严格的环境标准（科莱恩排在道琼斯可持续发展指数里化学产品公司的前三名），我们期望标准面前，人人平等。同时，当前在化学产品生产厂家选址的问题上存在很多不确定性，我们在讨论有些厂家是否应该迁址，甚至关停。

很多人在谈论在华经商的成本（比如薪资）日益上升。您感受到了这样的影响吗？

在华运营成本近年来当然逐渐上升。当前薪资上涨的幅度远高于通胀的幅度。同时，环境监管标准日益严格，有时甚至严于西方。然而，这于我而言是一个积极的发展势头，表明中国正在加大步伐，成为一个真正的发达经济体；竞争市场更加公平，同时这也贴合可支配收入的增长趋势。对于我们精细化工产业而言，薪资从不是最重要的成本考量因素，找到并留住优秀的人才才是更重要的。

川普政府似乎在对华贸易的议题上采取相当负面的态度。您认为这会影响到中国作为制造生产地对瑞士企业的吸引力吗？

这个问题挺有意思。要明白川普团队在对华贸易上的政策走向是很困难的。虽然川普先生的竞选演说在对华贸易上作出了一些大胆和挑衅性的陈述，但目前似乎并未有实现的迹象。另一方面，在美国日趋孤立的形势下，欧洲投资者更乐见与中国建立更紧密的联系。尤其是在中国政府积极抵制在华的美国竞争者的时候，更多机会将会留给欧洲企业。当然，比较严重的后果可能是美国的反全球化贸易政策将会给全球、给中国经济及其对外吸引力带来负面影响。

哪一个亚洲国家有足够的能力与中国一起竞争，吸引瑞士的制造业？

当然是在那些运营成本更低，本土市场也符合瑞士制造企业需求的国家。比如说，科莱恩在印度尼西亚及东南亚其他地方均有大笔的投资，因为当地也市场也在茁壮成长。就像刚才说到的，这些工厂也可以组成一个有效的、互补的制造网络。不过，虽然包括印度尼西亚和越南在内的一些地区直接成本低，但最终它们还是输在了发展不够完善的价值链上。

总而言之，我坚信以中国的市场规模、增长趋势、日益复杂的需求，以及其尤为发达的价值链来说，中国将仍然是最有吸引力的制造生产地——当然了，前提是要能够为当前以及未来的中国市场提供正确的产品。