

Delivering Quality Solutions, Benefiting More Customers

不断创新高品质产品 造福人类

—— Interview with Mr. Javier Gimeno, General Delegate and CEO of Saint-Gobain Asia-Pacific

—— 访法国圣戈班集团亚太区总代表、董事长兼首席执行官孟昊文先生

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中国改革开放40年来，为世界经济发展做出了巨大贡献，中国已成为引领世界经济的发动机。众多来华发展的跨国公司，带来了资金、技术和先进的理念，在为中国的经济建设做出贡献的同时，其自身也取得了长足的发展和可喜的成绩。值此改革开放40周年之际，记者再次对世界五百强企业——法国圣戈班集团亚太区董事长兼首席执行官孟昊文先生进行了回访。孟先生精力充沛、充满活力，如老朋友相见一样倍感亲切。

法国圣戈班集团于1665年创立，并于当年承建了欧洲最宏大、最豪华的凡尔赛宫的玻璃画廊。现在，它为欧洲50%的轿车提供汽车安全玻璃，为法国卢浮宫前的金字塔和北京及上海的大剧院提供了玻璃，为欧洲三分之一以及美国五分之一的房屋提供优质的隔音保温材料。

圣戈班集团在欧洲、美国、中国等多个国家和地区，设有8个大型跨业务部研发中心和近百个开发机构，连续7年被评为世界百强最具创新力企业，也是世界工业集团百强之一，2017年世界500强排名第225位。历经三个多世纪的发展，圣戈班已成为一家全球领先的集设计、生产和销售高性能材料为一体的创新型企业，其产品从汽车玻璃和建筑玻璃、高性能塑料、磨料磨具、陶瓷材料、高性能耐火材料、石膏建材、工业砂浆、保温材料到球墨铸铁管道系统等，为消费者提供的产品和创新解决方案覆盖建筑、交通、基础设施和工业应用等方面，与我们的日常生活息息相关，为人们带来舒适、安全和高品质的生活。



法国圣戈班集团亚太区总代表、董事长兼首席执行官孟昊文先生
Mr. Javier Gimeno, General Delegate and CEO of Saint-Gobain Asia-Pacific

圣戈班自1985年进入中国市场以来，经过30多年的深耕，已在中国形成了强大的产业布局，目前已设立了1家拥有200多位研发工程师的综合研发中心和近40个生产基地，拥有员工8500人，2017年销售额超过100亿元。孟昊文先生介绍说：“圣戈班在全球67个国家设有生产企业，50个不同的业务单元都有一个共同性，就是与人类的舒适、节能、环保相关的材料都会涉及。圣戈班进入中国以来，仅从数据上就可以看到快速发展的轨迹，这主要基于三个原因，一是中国有世界最大的市场，目前已成为世界第二大经济体，在不久的将来中国会变为世界第一大经济体；第二，中国社会的发展和圣戈班发展的理念完全一致，现在中国在经济上的转型，积极推进城市化建设，中产阶级的崛起，这对于圣戈班是一个很好的发展机遇；第三，中国经济转型以创新作为中国核心的发展动力，对创新、技术和对高质量产品的要求与圣戈班非常吻合。回顾过去的5年，圣戈班中

国的业绩节节高升，它体现在销售额的增长和盈利的提升两方面。我认为在中国销售额的增长不是很难做到，因为中国市场很大，可以通过开拓不同的市场达到销售额的增长，但在中国达到盈利增长其实非常难，因为中国市场竞争很激烈，我们的毛利润就变得很小，但这几年经过采取各种措施和不断优化业务模式，所以现在不论是销售额还是盈利方面都有很大提高。”

产品有周期，企业有兴衰，唯有过硬的产品和良好的品牌口碑才是市场经济中真正意义的通行证。习近平主席在十九大报告明确指出：“我国经济已由高速增长阶段转向高质量发展阶段，正处在转变



圣戈班集团亚太区总代表孟昊文陪同集团全球总裁兼首席执行官夏胡达莅临圣戈班安全玻璃上海工厂参观并指导工作。

发展方式、优化经济结构、转换增长动力的攻关期，建设现代化经济体系是跨越关口的迫切要求和我国发展的战略目标。”质量是企业立足之本。孟昊文先生说：“中国这几年已经把质量和最好的结果结合在一起了，因为没有好的产品就不可能在国际和中国市场占有一席之地。中国有大批中产阶级正在崛起，他们看到良好的质量带来的益处，致力于追求高质量的产品。所以如果没有优质的产品就不可能在中国取得成功。如果想继续在中国拥有市场，不管是外资企业还是中国的企业都一定要保证高质量。我认为习近平主席指出的中国质量的发展方向是非常正确的。现在要把产量忘掉，更多的追求质量，把创新、质量、科技结合在一起，制造出高质量的产品。品牌的创建也很重要，但是品牌不止是做宣传，而是要结合实际的成果和业绩，事实和宣传只有保持一致的情况下品牌才会逐渐被大家认可。建立一个品牌需要很多年的努力和积淀。圣戈班在中国要发展壮大，就需要深入了解本地的历史文化，这样才能建立强大的品牌。所以我们做了很多的努力，我也在进一步的了解中国的历史和文化。”

2012年，孟昊文先生开始担任圣戈班亚太区首席执行官，负责中国、韩国、日本、东南亚及太平洋地区14个国家的业务。2015年被选为中国法国工商会会长。孟昊文先生充满感情地说：“20年以前第一次来中国就很喜欢中国，我爱中国文化，爱中国人，喜欢公司的工作环境，享受在中国所有的感受，中国是我的第二故乡。中国有非常活跃的市场，正在经历的经济转型是我愿意看到的。”孟昊文先生非常有气质并具有非凡的魅力，他一直在学习汉语，可以简单会话，能听懂不少，对写汉字也很感兴趣，他认为，身在中国，就要融入中国。

孟昊文先生一直努力创造让企业与员工和谐相处的良好环境，让员工和公司形成利益共同体，他说：“人是企业最重要的资产。我们会给员工非常大的职业发展机会，会给每一个人提供很多不同的工作体验。全球很多业务部在中国都有业务，一个员工在圣戈班可以到不

同的业务部去工作和体验。圣戈班在中国的离职率远远低于市场离职率。这也说明员工对目前的工作和环境是满意的，因为我们提供了非常好的工作条件和工作环境以及职业发展机会。”

谈到传统产业优化升级时，孟昊文先生说：“智能制造是圣戈班非常重要的一个核心支柱。我们做自动化不仅是节省费用，也是为了提高产品的质量，让质量有一个恒定性，同时还是为了安全生产。对于我们来说，生产安全是第一重要的。公司在安全生产方面采取了很多措施。现在是大时代，我们也开始把大数据用于生产，希望不久的将来，在我们的生产线上机器设备可以运用大数据中的数据，在自我分析的同时还可以修正可能会出现错误的，通过大数据就可以做到自动修复。工厂也做了很多自动化的应用。自动化生产完全符合‘中国制造2025’和智能制造战略，在生产线上会有很多的自动感应器，可以随时感应到机器生产的状态，以自动修复一些可能出现

的问题。”

在圣戈班集团的全球战略中，中国市场扮演着越来越重要的角色。孟昊文先生表示：“2017年，圣戈班中国的销售额相比2016年提高了20%，中国的盈利已经超过圣戈班集团平均盈利率。2017年中国营业额将近15亿欧元，亚太区近30亿欧元，全球408亿欧元。中国占了亚太区的一半，所以中国对圣戈班的发展至关重要。中国经济在世界经济总量中所占的比例很高，圣戈班中国在圣戈班全球所占的比例还没有达到相应的份额，那么这就需要快速发展并通过多种方式来缩小这个差距。更多的企业收购是其一，圣戈班过去几年的增长大多都是通过内部的努力和运营模式的优化来取得的有机增长。今后如果有好的机会，我们会通过收购来取得更多的外部增长。另外，中国现在的经济转型非常符合圣戈班的发展理念，所以我们在这里可以找到更好的条件来加速圣戈班在中国的发展。”

我们看到，圣戈班集团在中国发展事业以优质、创新的产品赢得了业界和客户的信赖与推崇。我们相信，在孟昊文总裁的带领下，圣戈班在中国的事业一定会对中国相关行业发展起到更重要的推进作用，继续引领行业的发展，对中国的经济建设做出更大贡献！



Over the 40 years from the reform and opening-up, China has made great contributions to the global economy and developed into an engine to drive it. Floods of multinationals have come to China and bring in massive funds, art-of-the-state technologies and advanced philosophies. These firms develop at strides with considerable achievements in China while contributing to the



圣戈班中国于2017年12月4日被正式授予2018年度中国杰出雇主认证。这是继2014、2015、2016和2017年之后，圣戈班连续第五年获得该认证。

Chinese economy. At the 40th anniversary of the reform and opening-up, Multinationals in China makes a return interview with Mr. Javier Gimeno, General Delegate and CEO of Saint-Gobain Asia-Pacific.

French multinational company Saint-Gobain was established in 1665. In that year it undertook the construction of the glass gallery of Palace of Versailles, the grand and luxurious palace in Europe. Now Saint-Gobain becomes one of the Fortune Global 500 companies. Its glass products have been used in the pyramid structure in front of Louvre as well as grand theaters in Beijing and Shanghai, China; besides, it provides automotive glass to 50% European cars and delivers quality sound- and thermal-insulating materials to one third European houses and one fifth American houses.

Saint-Gobain set up 8 large-scale cross-business research centers and nearly 100 development organizations in multiple countries and regions like Europe, USA and China. It has been honored as one of World's 100 Most Innovative Companies for successive 7 years, and also as one of the world's top 100 industrial groups; it ranks the 225th in Fortune Global 500 in 2017. In the past 350 years, Saint-Gobain has developed into a world-leading innovative enterprise integrating design, manufacture and distribution of high performance materials and solutions. Its products include automotive and building glass, high performance plastics, abrasives, ceramics materials, refractories, plaster and plasterboard, mortars and floor coatings, insulation and Ductile cast iron pipe systems. They can be found everywhere in our living places and our daily life: in buildings, transportation, infrastructure and in many industrial applications. They provide comfort, performance and safety while addressing the challenges of sustainable construction, resource efficiency and climate change.

In 1985, Saint-Gobain came to China and has made a strong business layout in China in later 30 years of development. Now it has a research center with more than 200 engineers and 35 production bases equipped with over 8500 employees. In 2017, Saint-Gobain China realizes the annual turnover of over RMB10 billion. "Saint-Gobain operates in 67 countries in the world and has 50 business activities. However, all of them

have a commonality, namely being involved with comfortable habitat, energy conservation and environmental protection. Saint-Gobain's business data presents its fast development. Its great achievements can be attributed to the following three key factors: 1) China with the world's biggest market, has been the second economy in the world, and will be the first one in the near future. 2) China and

Saint-Gobain hold the same development philosophy. China is speeding up economic transition and promoting urbanization, in which Saint-Gobain will be helpful. And the Chinese middle class, who is demanding for comfort, quality and energy efficiency, is rising. Such bright context offers Saint-Gobain a better development opportunity. 3) China drives the economic transition by its core engine of innovation, and its values about innovation, technology and performance are much the same as these Saint-Gobain holds. In the past five years, Saint-Gobain China has made better and better achievement in the two aspects - growth and profitability. I think, growing in China is not a very difficult mission because the market is very dynamic. The growth can be increased by extending more different markets. But the difficulty is to make profitable growth because the competition in China is very intensive, so the margin tends to be small. In the last five years, we have been able to develop business model in which we achieve this target that we called profitable growth." comments Gimeno.

Product has its cycle and enterprise may rise and decline. Only quality product and good brand talk in the market economy. President Xi Jinping explicitly proposed in the 19th National Congress of the CPC that the Chinese economy has shifted from the fast growth stage to high quality developmental



美国宇航局的“好奇号”火星探测器的机械臂、钻具和表面清洁工具中都装配有圣戈班Rulon圆形轴承。好奇号的辐射探测器装配了圣戈班晶体制造的塑料闪烁探测器，用来发现并识别中子。

stage, being at the critical moment of development mode transition, economic structure optimization and growth motive conversion; to construct the modern economic system is the urgent need to deal with such critical moment and the strategic objective of the development. Quality is the foundation for an enterprise to survive. "China has stressed both quality control and quality output in these years as only top product quality contributes to a leading position in global and Chinese market. The rising Chinese middle class sees the benefits that better quality brings about, so middle class pursues product quality. Therefore, only high-quality products enable our success in China. If a firm, no matter foreign or Chinese, would like



乌镇互联网国际会展中心使用了圣戈班哈比特板，不仅能够提供健康环保的会议环境和完善的防火安全保障，同时低膨胀收缩率保证了饰面材料与基层完美契合成一体。

to maintain or expand market in China, it must do better in product quality. I agree with the quality development direction Xi proposed. We should subordinate production quantity, but stress integrate innovation and technology for high-quality products. Brand, another factor of great importance, is supported by both product promotion and actual product quality. The promotion matching with actual high quality will win the people's recognition gradually. A brand needs to be formed by efforts and accumulation in many years. Saint-Gobain brand is accepted widely by Chinese because it works more in understanding the Chinese history and culture." says Gimeno.

In 2012, Gimeno held CEO of Saint-Gobain Asia-Pacific in charge of Saint-Gobain's business in 14 countries in North Asia, South East Asia and Pacific regions. In 2015, he was elected as President of French Chamber of Commerce and Industry in China. "I first came to China 20 years ago. I love it since then. I like Chinese culture, Chinese people and Chinese working atmosphere, enjoy all here. China is my second home. China, with a dynamic market, is experiencing the economic transition. I am so glad to see that." says Gimeno. He has been studying Chinese and is interested in writing Chinese characters. He thinks he should be integrated into China because he really enjoys the life in China.

Gimeno has been working for creating a harmonious environment for the company and its people, and integrates

them into a community of interests. "People is the most important asset for an enterprise. We provide our people with rich development opportunities and diverse working experiences. Most of our global business units have operations in China and an employee may work in Saint-Gobain's different BUs. We empower our people and provide them with more room for their career development. Saint-Gobain's turn-over rate is far lower below the average of Chinese market. It means that our people are motivated and satisfied." states Gimeno.

"Smart manufacturing is one of pillars of Saint-Gobain's business model. Our automation not only saves cost but also improves product quality and production safety. Production safety is No. 1 so we take many measures. In the Age of Big Data, there are some fantastic tools and we start to deploy them, applying Big Data in production. In future, our Big Data will be applied in all of our on-line machinery and equipments, facilitating self-analysis and self-correcting. Our automated production follows "Made in China 2025" and "Smart Manufacturing" strategies. Additionally, automated application is realized in our plants. Many sensors equipped on production lines sense the machines' status and help self-correcting." says Gimeno.

In Saint-Gobain's global strategy, the Chinese market plays an increasingly important role. "In 2017, Saint-Gobain China's sales volume increases 20% year-on-year, and its profit rate has exceeded the average profit rate of Saint-Gobain Group. In the same year, the business volume is around 1.5 billion euros in China, 3.0 billion euros in Asia-Pacific region and 40.8 billion euros globally. The Chinese market contributes a half to the business volume of Asia-Pacific region. Comparing between the percentage what China represents in the global economy and that

Saint-Gobain China represents to the Group business volume, there is a gap that we have to fill. That gap is going to take time to get closed, and we are doing so because we are growing in China much quicker than globally in Group. So we need to keep this path of development, and depending the opportunity that we could find, this growth could be accelerated through some acquisitions. Most growth of Saint-Gobain in China in the last five years has been done through organic growth, but our intention is to keep that organic growth for the future, and maybe we will have some good opportunities to make some acquisitions to speed up the growth. We believe that in this transition of Chinese economic model, where we feel much more comfortable and matching much better than in the past, so in this new environment we should find better conditions to accelerate the growth." expresses Gimeno.

As we see, Saint-Gobain group, with good-quality and innovative products and services, has won the high trust and praise from the industry and clients. Led by Gimeno, Saint-Gobain China will boost its driving functions in the Chinese industries, keep its leading position in the market and make greater contributions to the Chinese economy.

