

Nestlé Stimulates New Era for Chinese Farmers

雀巢助力中国农民走向新纪元

Christian Schmid, EVP Technical at Nestlé Greater China Region, talks to **The Bridge** about China's changing agribusiness landscape and Nestlé's current projects.

雀巢大中华区技术总监 Christian Schmid 谈中国不断变化的农业企业格局和雀巢目前开展的项目。

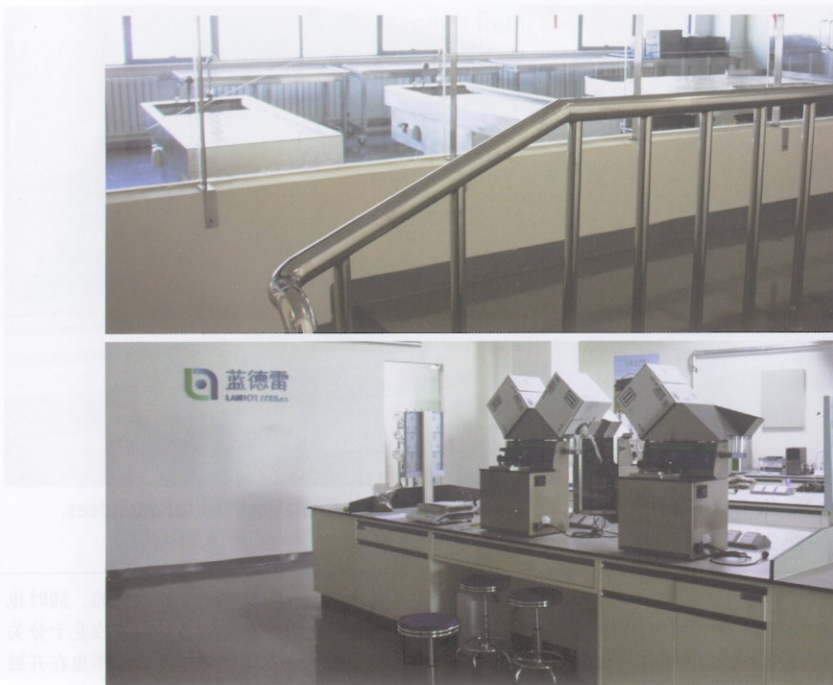


What is happening in China's dairy industry, and how does the Nestlé Dairy Farming Institute (DFI) in Heilongjiang Province fit into this?

At the moment, dairy farming in China is going through a period of transformation. In the past, farmers would just have a few cows behind their houses, and now we are approaching an environment of

中国的乳制品行业发生了哪些变化？雀巢黑龙江奶牛养殖培训中心是如何顺应这些变化的？

目前，中国的畜牧业正处于转型时期。过去，农民只是在房前后喂养奶牛。而现在，奶牛养殖已经进入了产业化时代，或者也可以说是现代畜牧业时代。也就是说奶牛数在 100 头以上的大型



A range of R&D facilities are available for Nestlé's partners at the NDFI.
奶牛养殖培训中心拥有研发设施，供雀巢的合作伙伴使用。

industrial dairy farming, or, if I may say so, modern dairy farming. This means that there are now increasing numbers of large farms, by which I mean farms with more than 100 animals, and some mega-farms which have 10,000 or more animals. The government is encouraging this transition, and at Nestlé we agreed with them that we would put together this dairy institute as a demonstration of Nestlé's creating shared value commitment, as well as to help the community to move forward. It is aimed at the whole dairy community, not just Nestlé suppliers. The vision and mission of the DFI is to be recognised as China's leading centre of competence for dairy farming.

We inaugurated the DFI in October of last year, and it has a few different aspects, as it is both an educational facility and an R&D centre. On the education side, we have classrooms and two demonstration farms that are part of the institute. We run courses for professionals in the dairy industry, ranging from three-day courses for farm workers up to month-long courses on advanced farm management skills. We don't run these courses by ourselves; we have a number of expert partners who help us. On the academic side we are partnered with the University of Wisconsin-Madison, and also the North East Agricultural University of China, and then we also have a number of leading industry partner companies who specialise in particular aspects of dairy farming, feeding, health management, genetics and so on, so that overall we cover the end-to-end process. So far, those who have attended the courses seem to have found them very useful, and we are developing ways of testing them at the end of their programmes so that we can ensure they return to their farms with tangible and practical new knowledge.

As well as the educational side of the project, there are R&D facilities at the institute, where our partners do a lot of research (we ourselves tend to focus more on the development side). Again, the research cov-

牧场越来越多，某些超大牧场甚至有1万头或以上的奶牛。政府鼓励这种转型，雀巢顺应这种变化，将奶牛养殖培训中心的设立作为创造共享价值的承诺，与此同时推动畜牧业群体的进步。培训中心面向的不仅仅是雀巢的供应商，而是整个畜牧业群体。奶牛养殖中心的愿景和使命是成为中国领先的奶牛养殖培训中心。

奶牛养殖培训中心于去年十月正式投入使用，拥有教育设施和研发中心两大功能，侧重于

不同的方面。在教育方面，培训中心设有教室和两个示范牧场。课程针对畜牧业的专业人士，有针对养殖工人的为期三天的课程，也有为期一个月的高级管理技巧课程。这些课程都不是雀巢独立开展的，而是与行业内的专家共同合作进行的。在学术方面，我们的合作伙伴有威斯康星大学麦迪逊分校和中国东北农业大学。此外，我们还与行业内领先的企业合作，它们是畜牧、养殖、健康管理、基因等领域的专家，因此我们的课程是全方面的。迄今为止，已经在我们培训中心学习过的学员认为这些课程十分有用，我们也在开发一套在

每期项目结束时测试学员成绩的方法，从而保证学员回到工作岗位后可以有效的在实际中应用这些新知识。

除了教育之外，培训中心还设有研发中心，供合作伙伴开展研究（雀巢本身更侧重于开发方面）。研发内容涉及到畜牧业的方方面面。近期我们的合作伙伴正在开发更为有效的混合饲料，这

“Dairy farmers in China are approaching a junction

中国的牧民面对着一个转折点”

ers anything related to dairy farming, and recently our partners have been looking at developing more efficient feed mixes. This is essential for cost-effective milk production, but can also have an effect on the cattle's methane production, a particular concern for the dairy industry at present. Then, on top of that, we have partners doing interesting work in genetics and vaccinations, so we are exploring many different areas, but all with the overall goal of helping the industry to move forward.

How are the farmers responding to this transformation in their working practices?

By and large, the farmers participating in the transformation are seeing it as a positive development. Those who are working with the institute get guidance, and they have a partner they can approach and get their questions answered, which is very important at this phase of transition. On top of this, they have access to a network of the other farmers working with the institute and our partner organisations. Obviously, there are some small farmers who don't believe that they have the capabilities to grow and move away from looking after only ten cows, but many seem excited by the prospect. Overall, I think dairy farmers in China are approaching a junction: either they go one way and move to professional farming, or go the other and get out of farming altogether. In between, there is not much left.

The government is encouraging this transition primarily because they believe that with bigger and professionally managed farms, food safety will be better controlled and better managed than it is at present, given the number of backyard farms in China. This makes sense, but food safety is primarily driven by the knowledge level of the farmers. If they don't have enough knowledge about how to manage a farm, and you give them a bigger farm, they will have the same problems, only on a bigger scale — and that is where the Nestlé Dairy Farming Institute comes in.

What is your view of this transition, from the perspective of Nestlé?

We welcome the increased focus on quality, and we want to reassure the consumer that local ingredients can be of high quality and meet worldwide standards. Also, it is important for us, as better safety standards upstream in the process can help reduce wastage. We have stringent regulations in terms of food safety, and so if we get raw materials from a farmer that don't meet regulatory norms, then a lot of effort, resources and water will have been wasted.

Because of this, we ourselves have invested a lot of effort in ensuring the safety of food — not just the final products, but also the raw materials we use. We are making progress in increasing our upstream traceability, so that if we find we have a problem with some milk, we are able to trace it back to the farm, and even potentially to the level of the individual cow. We do not only do this for dairy products, and we are setting up similar systems for peanuts and grain so that we know



The Nestlé Dairy Farming Institute has a range of educational facilities for attendees. 雀巢奶牛养殖培训中心为学员提供多种教育设施。

对于牛奶生产的成本控制是十分重要的，同时也会影响到奶牛的甲烷产量这个目前畜牧业十分关注的指标。此外，我们的一些合作伙伴也在开展基因和疫苗方面的研究。也就是说我们所涉及的领域十分广泛，它们都是以促进行业发展为目标。

牧民在工作实践中对这种转型的反应如何？

总的来说，参与转型的牧民认为这是十分积极的发展。那些跟我们的培训中心合作的牧民可以获得指导，在有问题时可以从培训中心获得解答，这在转型期是十分重要的。此外，他们还可以接触到其他与培训中心合作的牧民和机构。当然，也有一些小型牧民认为自己没有发展和壮大现有规模的能力，但多数牧民十分看好未来的前景。整体来看，我认为中国的牧民面对着一个转折点：要么发展成专业化的牧场，要么彻底退出这个领域。在这两者之间生存的空间有限。

政府之所以鼓励这种转型，首要的原因是政府认为目前众多的零散牧户所带来的食品安全问题在专业管理的大型农场中将得到更好的控制和管理。这种做法很对，不过食品安全发展首要还是由牧民的知识水平推动的。如果他们有足够的牧场管理知识，那么即便你给他们一个很大的牧场，他们还是有同样的问题，只是规模更大了而已。而雀巢奶牛养殖培训中心的存在将有助于解决这些问题。

雀巢对此次转型有什么看法？

我们十分欢迎消费者对质量的关注，我们希望再次重申的是，本地原奶可以实现高品质，并完全达到世界标准。另外，这对于我们来说十分重要，因为上游更为严格的安全标准将有助于我们在生产过程中减少浪费。我们在食品安全方面有着十分严格的规定，如果我们从牧民那里得到的原奶不符合规范标准，那么很多劳动、资源和用水就都浪费掉了。

which mill the wheat flour comes from, as well as which farmer and field. This enables us to train up our farmers so that the grains with which they supply us are the right grains to meet all the regulations and standards.

What are some of the other projects that Nestlé are working on, away from dairy?

Another area in which we have been investing heavily is in our work with coffee growers in Yunnan's Pu'er region. Before we started activities there, there was hardly any coffee at all in China, but now Yunnan has become quite a reference point for arabica coffee. We procure about 13,000 tonnes a year of this coffee. Starting from this season, all the beans we buy in Yunnan are certified for the highest industry 4C (Common Code for the Coffee Community) criteria.

Before we came to Pu'er, the farmers were growing a range of different things — corn, rubber, tea — but now they see coffee also as a good source of income. We have supported this transition in a number of ways, and we have been both supplying the farmers with seedlings and arranging training courses for them. The goal is to build the capabilities of our suppliers by teaching them how to maximise their quality and yields — what they need to do to ensure that their trees are successful and healthy, and how to make sure that the beans are picked at the right time. To this end, we have another demonstration farm in Xishuangbanna, and we also do some R&D in the region in affiliation with our global R&D centre in Tours, with the goal of maximising the quality of the coffee that we produce. Now, of all the coffee that we procure in Pu'er, between 80 and 90 per cent is used in Nestlé's activities elsewhere in the world, so its quality is certainly being recognised.

As well as coffee, we are also now looking into peanuts, chickens and eggs. You would think chickens and eggs would come together, but actually the two are quite separate industries. In these sectors, we are at a much earlier stage of development: at the moment, we have no plans to set up a chicken-farming institute, but what we are doing is trying to understand the various upstream processes better. At present we just buy these goods as commodities, but we need to have a better understanding of the whole supply chain in China — where and how they grow, and what are the risks in the growing areas. Once we have done this, we will be able to work with everyone in the supply chain, from the farmers through to the traders and the warehouse operators, to improve quality and also to minimise the risk of safety problems.

We don't do everything, but we try to get involved where we can have the biggest impact and deal with our biggest supply risks. Food safety is non-negotiable for us, but by working with the suppliers we hope to create a scenario in which everyone wins. Higher-quality raw materials are good for us, as when we receive them, the fewer products we have to throw away, the better. At the same time, this is also good for consumers, as the less we throw away, the lower their costs are — and it is good for the farmers themselves, as they get a better and more reliable source of income. ○

正因为如此，我们在保证食品安全方面的投入很大——不仅仅在最终产品方面，还在我们采购的原奶方面。我们不断推进提高上游资源的可追溯性，一旦发现某批牛奶有问题，我们就可以直接追溯到供应原奶的牧民，甚至是产出这些原奶的奶牛。除了奶制品之外，我们对花生和谷物等产品也建立了类似的追溯系统，通过这些系统，我们知道面粉来自哪个面粉厂，麦子来自哪些农民和哪些农田。这有助于我们为农民提供培训，从而保证他们供应给我们的谷物是符合所有的规范和标准要求的。

除了畜牧业之外，雀巢还在开展哪些其他项目？

我们的另一个重要的投资领域是云南普洱地区的咖啡豆种植区。在我们开展项目之前，中国几乎没有咖啡豆，而现在云南已经发展成为阿拉比卡咖啡豆的重要产区之一。我们每年采购 1.3 万吨的阿拉比卡咖啡豆。从本季开始，我们从云南采购的所有咖啡豆全都符合行业最高的 4C 标准（咖啡社区的通用管理规则）。

在我们进入普洱之前，那里的农民种植多种农作物，有玉米，有橡胶，也有茶叶，而咖啡豆为他们带来了新的更好的收入来源。我们通过多种方式扶持这种转型，包括向农民供应种子，为他们安排培训课程等。我们的目的是通过教给农民使质量和产量最大化的方法来提高供应商的能力——要保证咖啡树的健康和产量应该做什么，怎么保证在恰当的时候采收咖啡豆。另外，我们在西双版纳也有一个示范农场，还在该地区开展了一些隶属于公司全球研发中心的研发工作，目标是生产出最佳品质的咖啡。目前，我们在普洱采购的 80%—90% 的咖啡豆都被应用在雀巢在全球其他地区的生产中，因此它的品质是过硬的。

跟咖啡一样，我们也在花生、鸡肉和蛋类领域开展一些工作。人们往往认为鸡肉和蛋类是一个产业，事实上他们是两个独立的产业。在这些领域，我们的发展还处于初期阶段：目前，我们还没有设立养鸡场培训中心的打算，不过我们正在设法更好地了解不同的上游加工方法。现在，我们还只是以商品的形式购买这些产品，但我们需要对中国的整个供应链有一个更好的理解——在哪里养，怎么养，养殖地区有哪些风险等。这些工作完成后，我们将参与到供应链中的每个环节，从农民到交易商到仓库运营商，到提高品质和使安全风险最小化。

我们不会什么都做，但我们设法参与到我们有能力产生最大影响并解决供应链中的最大风险的环节中。食品安全对于我们来说是不能妥协的，但是通过与供应商合作，我们希望创造一个共赢的局面。高质量的原材料对我们有利，因为在获得原材料后，我们希望浪费越少越好。同时，这也利于消费者，因为我们浪费的越少，消费者所承担的成本就越低。这也利于农民，因为他们将得到更好的、更可靠的收入来源。○

“Food safety is driven by the knowledge level of the farmers”

食品安全发展首要还是由牧民的知识水平推动的”