

品味成功

The Tastes of Success



The Bridge speaks to four Swiss SMEs - CHEERS Wines, Lindt, Ricola and Schuler - on how they have carved a successful niche for their brands in China's challenging wine and confectionery sectors.

by **Mark Andrews**

CHEERS Wines

Claudia Masüger, CEO and founder,

Can you explain why you created CHEERS Wines?

I come from a family that has been in the wine trading business since 1898. After coming to China in 2008, I founded MQ Wines, a B2B wine trading company. When a fire burnt down my warehouse, I considered my options, and started CHEERS Wines.

I wanted something non-traditional, colourful, affordable, understandable and most importantly that would be fun. So I started the first CHEERS Wines store with the aim to make wine drinking both fun and affordable. CHEERS Wines was the first in the local wine business to bring an imported bottled wine with nice quality and sell it for RMB29 on the shelves. With this step we changed the Beijing wine market and, more importantly, we introduced a new lifestyle to the young generation.



Are you expanding into second and third tier cities?

We currently have 50+ stores in 14 different cities. Many of those are second and third tier cities. Wine consumption is starting all over China now and is a strong trend.

Is competition in your market increasing?

Yes - a lot! There are now increasing numbers of e-commerce channels and apps, and wine stores appearing on every corner. Our team and I know we always must work hard to be better, faster and smarter. We reinvent CHEERS Wines constantly and make sure we stay on top of the market. We have a CHEERS Wines university and put a lot of focus on training. This makes us different than everyone else.

《桥》杂志采访了4家瑞士中小企业齐饮，瑞士莲，利口乐，和轩乐酒业，了解他们如何在中国富有挑战的葡萄酒和糖果行业为自己的品牌树立了成功的利基市场。

作者：by **Mark Andrews**

齐饮进口葡萄酒

的 CEO 兼创始人 Claudia Masüger

你当初为何要创办齐饮进口葡萄酒?

我的家族自1898年以来一直从事葡萄酒贸易。2008年来到中国后，我创立了一家B2B葡萄酒贸易公司MQ Wines。当一场大火烧毁了我的企业时，我考虑了诸多情况，并选择开始做齐饮进口葡萄酒这个品牌。

我想要一些非传统的，丰富多彩的，并且价格合理，可以被大家理解的东西，最重要的是要有趣。于是我开始第一家齐饮进口葡萄酒葡萄酒专卖店，目的是让葡萄酒既有趣又实惠。齐饮进口葡萄酒是当地第一家做到将进口瓶装的优质葡萄酒以29元的低价在货架上出售的企业。通过这一步，我们改变了北京的葡萄酒市场，更重要的是，我们为年轻一代引入了新的生活方式。

你们正在计划扩张到二三线城市吗?

我们目前在14个不同的城市有50多家商店。其中许多是二三线城市。葡萄酒正在全国各地开始流行，是一个强劲的趋势。

你们在市场上的竞争激烈吗?

是的，有很多！现在到处都有越来越多的电商平台、手机应用和葡萄酒商店。我和我的团队都知道我们必须努力工作，做到更好，更快，更智能。我们不断重塑齐饮进口葡萄酒，并确保我们保持市场标准之上。我们有一所齐饮进口葡萄酒学院，并花费大量时间和精力在培训上。这让我们与众不同。

How easy is it to operate a franchise based business model in China?

Nothing is easy! Franchising is a great way to grow faster, but needs to be built up, controlled and supported with a lot of patience. We are very lucky as many of our employees become partners. They know us inside out and they are the most successful partners. Many of them have opened their second or third store already. The great thing with a CHEERS Wines franchise store is that you achieve cashflow breakeven within three months, and you can make good money. In this way we can grow very fast all over China.

What methods do you use to engage with Chinese consumers?

Customers are our core focus. 'CHEERS makes you smile' is our mission and our stores are more than just a wine shop. It is a place where people spend time between work and home, a place to meet friends, and enjoy a happy new lifestyle. We have a lot of events such as daily free wine tastings, our weekly Mini Wine School, but most importantly we want our customers to enjoy a happy time together.

What are the company's plans in China for the next 2-5 years?

The ultimate goal of CHEERS Wines is to open 888 stores all over China. We are now growing fast and learning how to scale even faster.

在中国运营基于特许经营的商业模式难度如何?

世上无难事! 特许经营是一个加快发展的好方法, 但需要耐心地建立、控制和支持。我们很幸运, 因为我们的许多员工成为了特许经营的合作伙伴。他们完全了解我们, 是我们最成功的合作伙伴。其中的许多人已经开了他们的第二家或第三家分店。齐饮进口葡萄酒特许经营店的伟大之处在于可以在三个月内实现现金流收支平衡, 并且可以实现盈利。因此我们可以在全中国快速发展。

你们会用什么方法吸引中国消费者?

客户是我们最关注核心部分。“齐饮进口葡萄酒让你微笑”是我们的使命, 我们的商店不仅仅是一个葡萄酒商店。这是一个人们在工作 and 家之外度过愉快时光, 结识朋友, 享受快乐的新生活方式的地方。我们有很多活动, 比如每日免费品酒会, 每周的迷你葡萄酒学校, 最重要的是我们希望顾客能和我们一起享受欢乐时光。

未来 2-5 年, 公司在中国的计划是什么?

齐饮进口葡萄酒的最终目标是在全中国开设 888 家店面。现在我们正在快速发展, 我们仍在学习如何更快地扩张。

Lindt & Sprüngli

What is Lindt's history in the Chinese market?

Lindt & Sprüngli founded its own subsidiary for marketing and distribution of its premium chocolate in China in 2012 in Shanghai.

What has been Lindt's general experience with the market?

The chocolate market in China holds a lot of potential as consumption per annum is only 150g per person compared to several kilograms in North America and Western Europe. In highly developed cities such as Shanghai and Beijing, chocolate consumption is growing as middle class consumers seek new experiences. The gift-giving market, e-commerce and the wedding market are especially fast-growing markets for Lindt. One of the key products, Lindor, is particularly popular for the Chinese New Year, due to its characteristic red wrapping.

Is the company expanding operations to second and third tier cities?

At the moment the Lindt brand is represented at about 5,000 points of sale in China and is a growing business. Distribution is expanding to key modern second and third tier cities as China develops fast.

Is the overall Chinese chocolate market increasing?

Although chocolate is still a relatively small business in China, it is a growing business and Lindt & Sprüngli sees the biggest opportunities with young urban middle class consumers who travel the world and seek new lifestyle experiences.

Has Lindt experimented with any direct sales approaches such as online sales in China and to what success?

The e-commerce business has developed rapidly. Mostly behind a strong performance of the Lindt flagship store on Tmall and JD where Lindt has recently launched attractive Corporate gifting options as well but also behind other online platforms. Marketing support has helped to establish strong brand awareness through activities such as online TV advertisements and product sampling via platforms such as the Tmall supermarket.



对瑞士莲的采访

瑞士莲在中国市场的历程是什么样的?

瑞士莲 (Lindt & Sprüngli) 于 2012 年在上海成立了自己的子公司, 在中国销售和分销高级巧克力。

你们对于中国市场的总体经验是什么?

中国的巧克力市场潜力很大, 因为每年人均消费量仅为 150 克, 而北美和西欧则为数千克。在上海和北京这样高度发达的城市, 随着中产阶级消费者寻求新的经历, 巧克力消费量正在增长。礼品市场, 电子商务和婚庆市场是瑞士莲快速增长的市场。主要产品之一 Lindor, 由于其特有的红色包装, 在中国春节期间特别受欢迎。

公司是否在将业务拓展到二三线城市?

目前, 瑞士莲在中国的代理销售点已经达到 5000 个左右, 并且仍在发展壮大中。随着中国快速发展, 分销渠道正迅速扩展到二三线城市。

中国巧克力市场整体上是在增长吗?

虽然巧克力在中国仍然是一个相对较小的市场, 但一直在不断增长, 而我们认为, 游历世界, 勇于尝试新鲜生活方式的年轻一代城市中产阶级消费者将是我们的主要目标客户。

你们是否尝试过任何直销方式, 比如线上销售, 以及取得什么样的成功?

电子商务业务发展迅速。这主要归功于我们在天猫和京东的旗舰店的优异业绩, 尤其是最近在此两大平台推出了十分有吸引力的企业礼品服务, 当然同时也受益于其他在线平台。通过线上网络电视广告, 天猫超市试吃等市场营销活动, 有助于树立强大的品牌意识。

Stephan Huber, Regional Director East Asia, Ricola



利口乐东亚地区总监 Stephan Huber

Is China currently a major market for Ricola?

Ricola is well-known for its herb-based lozenges for soothing the mouth and throat, and China is one of the priority markets for our company. The relevant consumer base is one of the biggest and the acceptance of the product is proven. We thus believe in the potential of China to become a major market for Ricola.

Are you expanding into second and third tier cities?

The main focus currently remains on southern China and Shanghai, but we are strategically penetrating second tier cities such as Hangzhou and Chengdu.

Is competition in your market increasing?

We are still confronted with the same competitors, but the competition is getting more intense.

Is being from Switzerland an important element when selling to Chinese customers in your market?

A product coming from Switzerland is perceived in China as indicating that is high quality, safe, clean and peaceful, so it's very positive. In fact, some brands display a Swiss flag or a 'Swiss Made' label that's bigger than the brand's name. This indicates the value of Swiss origin.

What methods do you use to engage with Chinese consumers?

Our methods to engage with Chinese consumers range from promotions to samplings, media, e-commerce (our Tmall Flagship store) and in particular social media (WeChat).

中国目前是利口乐的主要市场吗?

利口乐因其润喉含片而闻名于世，而中国是我们公司的重点市场之一。相应消费者群体是最大的市场之一，产品的接受度也得到市场的良好反馈。因此，我们相信中国有可能成为利口乐的主要市场。

利口乐正在扩张到二三线城市吗?

目前主要集中在华南和上海，但我们正在战略性地渗透到杭州和成都等二线城市。

你们在市场上面临的竞争激烈吗?

我们仍然面对同样的竞争对手，但竞争越来越激烈。

在向中国客户销售时，瑞士产品是否是一个重要卖点?

来自瑞士的产品在中国被认为是高质量，安全，清洁和无害的产品，因此是非常正面的印象。事实上，一些品牌会直接展示比品牌名气更大的瑞士国旗或“瑞士制造”的标签。这表明瑞士作为原产地的市场价值。

你们会用什么方法吸引中国消费者?

我们与中国消费者互动的方式包括试吃，媒体宣传，电子商务（天猫旗舰店），尤其是社交媒体（微信）。

Helen Zhang, China head, Schuler



Schuler 酒业中国区负责人 Helen Zhang

Is China currently a major market for Schuler?

Schuler, founded in 1694 in Switzerland, is one of the world's oldest and the most famous winemakers and wine merchants, and entered the Chinese market in 2012, initially concentrating on sales of its wines via e-commerce and retail sales channels. Since 2016, the company has expanded its operations to wholesale and restaurant sales. Schuler operates in twelve cantons in Switzerland and China is one of the major markets for us. As for most products the potential here is huge.

Are you expanding into second and third tier cities?

From this year we've started to develop in second and third tier cities. Every year, many wine companies come to China. In Shanghai there are many competitors and marketing is going mature, whereas in the second and third tier cities there are still many potential clients and marketing is changing there, so we want to develop this market.

What methods do you use to engage with Chinese consumers?

We are not just an importer: we actually own the brands and own products we sell. The brand history and philosophy is very important along with its quality, when engaging with the consumer. This attracts a lot of customers and makes them to believe us and prepared to spend more money. To do this we use social media, and marketing events, alongside offline events such as tastings and roadshows.

What are the company's plans in China for the next 2-5 years?

Over the next two years we are focusing on building wholesale clients and distributors in second and third tier cities. In Shanghai, we are focusing on traditional sales channels, hotels and restaurants etc. ○



中国目前是 Schuler 的主要市场吗?

Schuler 公司成立于 1694 年，是瑞士历史最悠久，最著名的酿酒商和葡萄酒商之一，并于 2012 年进入中国市场，最初专注于通过电子商务和零售渠道销售葡萄酒。自 2016 年起，公司已将业务扩展至批发及在餐厅销售。Schuler 在瑞士有 12 个州的市场，而中国是一个巨大的市场。对于大多数的产品来说，中国市场潜力是巨大的。

你们正在扩张到二三线城市吗?

从今年开始，我们开始在二三线城市发展。每年都有不少葡萄酒公司来到中国。在上海我们有很多竞争对手，整个葡萄酒市场越来越成熟。而二三线城市还有很多潜在的客户，那边的市场情况正在发生变化，所以我们会去发展这个市场。

你们用什么方法吸引中国消费者?

我们不仅仅是一个进口商：我们拥有自己的品牌和自己的产品。与消费者互动时，品牌历史和理念是非常重要的。我们的品牌历史吸引了很多顾客，让他们相信我们，并愿意花更多的钱购买我们的产品。为了宣传品牌历史和理念，我们同时有利用社交媒体和营销活动，以及品酒活动和路演等线下活动。

未来 2-5 年，公司在中国的计划是什么?

在接下来的两年里，我们将致力于在二三线城市发展批发商和分销商。在上海，我们会专注于传统的销售渠道，酒店和餐厅等。○