

THL

2022.01
NO.10

Trusted to deliver a beautiful life
信任 來自欣臨的美好生活



團結合作 打造幸福心力量 Partnership & Friendship

FOCUS

「為台灣而教」創辦人 劉安婷
逆境下磨出真功夫
台北萬豪常務董事 劉恒昌



線上版內容

FRIENDSHIP

欣臨烈酒事業大步邁進
THL USA北美市場的開拓

TREND

茶飲新風潮 立頓
欣新網 首創MIT智能倉儲機器人系統



“
記憶 讓幸福延續
 小時候看媽媽在廚房做菜，
 我會待在一旁幫忙添柴火，
 那樣依偎在她旁邊，
 心就會覺得很溫暖。
 即使到現在，偶而想起當年時光，
 仍能感受到幸福。
 欣臨，代理了世界各式優質商品
 及餐飲調味料等，
 就是希望在現代的家庭中，
 也能有很多這樣子的親子活動，
 為孩子成長過程，創造一些難忘的記憶，
 那種記憶，是家庭的、親情的、
 用錢也買不到，一輩子的幸福延續！
 That is Life.
 ”

Memories - Letting Happiness Continue On

When I was young, I watched my mother closely as she cooked in our kitchen,
 Staying close by, I would help by adding wood to the fire,
 Snuggling close to her as she cooked, my heart felt very warm.
 Even now, I still feel that same happiness when I think about those days long gone.
 THL is a partner for many high-quality goods and catering items around the world in Taiwan,
 I hope that for modern families our products will help create similar experiences between parents
 and their children, just as in my youth.
 Such experiences create fond and enduring memories for young children as they grow,
 These are family memories that are filled with affection; they can't be bought with money,
 and they provide a foundation for a lifetime of happiness!
 That is Life.

欣臨集團董事長 陳海天

THL Group Chairman, David HT Chen

火鍋湯底 加湯
湯頭鮮 不走味



CONTENTS

集團董事長 Group Chairman
陳海天 David HT Chen

總經理兼發行人 Group President & Publisher
陳德仁 Terence Chen

編輯總監 Editorial Director
劉丹筠 Jill Liu

編輯企劃 Planning Editor
林筱竹 Stacy Lin、林子堯 Evan Lin

發行所 Published
欣臨企業股份有限公司 Taiwan Hsin Lin Enterprises Co., Ltd.
地址 Address | 104 台北市南京東路三段 70 號 4 樓
4f, No.70, Sec.3, Nanjing E. Rd., Taipei City 104, Taiwan
電話 Tel : +886-2-2506-7777
網址 Web : www.thl.com.tw

企劃製作 Editorial
總編輯 Editor-in-Chief
陳雅雯 Kika Chen

製作統籌 Executive Editor
黃子宸 Vivi Huang

美術編輯 Art Editor
Summer

英文翻譯 English Text
Scott Weaver

製作設計
山明設計 Bright Hill Design, Ltd.

製版印刷
采硯創意 Inkstone Creative Co., Ltd.
電話 Tel : +886-2-2651-3682

本刊圖文未經同意不得轉載和複製。

All right reserved. Reproduction without permission is strictly prohibited.

GLOBAL

01 欣臨產品來自全世界最優質的品牌

THL PREFACE

02 董事長序言

THL ISSUER

06 發行人的話

FOCUS | 焦點

08 打造幸福心力量
專訪「為台灣而教 TFT」創辦人劉安婷

14 逆境下磨出真功夫
專訪台北萬豪常務董事劉恒昌 Mark

FRIENDSHIP | 友誼團隊

18 資深大將王孝倫出任欣利實業總經理
欣臨烈酒事業大步邁進

24 接軌國際
達立餐飲引進世界各地精品葡萄酒

26 首創 MIT 智能倉儲機器人系統
客製化物流系統強化競爭力

32 以通路體驗行銷開拓 THL 北美市場
專訪欣臨品牌事業部總經理閻秋梅 Wendy Yen

BRAND STORY | 品牌故事

38 製造歡樂 德國國寶 HARIBO

TREND | 趨勢

42 茶飲新風潮 立頓

46 **THL HOT NEWS**



煮法萬變 唯有真蠔油

李錦記蠔油傳承百年工藝，堅持熬煮正宗蠔味；
由蠔田到您的餐桌，每一步都不容有失，我們堅信，
1 丁點的不完美，都會浪費您烹調時的 100 分心思。
這就是李錦記 100 - 1 = 0 的精神，
以百分百的堅持，用最良好的守護您及家人。



Words from the Group President
發行人的話



重視友誼 (Friendship) 與夥伴一起合作共好 (Partnership)，是欣臨很重要的價值，透過多元豐富的綜效優勢，多年來，我們與合作夥伴們創造了長久信任合作關係，也啟動了更宏觀的集團願景。我們延續這股想法理念，持續投入公益領域，傳遞友善共好的集團精神，一起打造幸福心力量，讓欣臨成為社會正向能量的支持者。Trusted to deliver a beautiful life! 信任，來自欣臨的美好生活。這期刊物裡，我們分享了欣臨創造美好生活的事業新內容，例如讓善循環永續的「TFT 為台灣而教」，及其走在幸福公益道路上的 TFT 創辦人劉安婷，還有欣臨最堅強的好夥伴台北萬豪常務董事劉恒昌 Mark。此外，還有展現 Friendship 價值的優秀同仁及關係事業，如新成立負責烈酒代理事業的欣利實業、THL USA 美國事業、欣新網及新代理品牌立頓等。

一個人走的快，一群人走的遠！當我們面對困境時，有勇氣的人，會懂得擁抱朋友，知道如何與夥伴攜手，找到資源去克服萬難。欣臨邁向卓越之路，正是有一群好夥伴一起共同打拚，期待這期刊物的內容，能為大家帶來豐富的收穫！

Good friendships and close cooperation with our partners are core values for THL. Through delivery and rich synergy, over the years we've created long-term relationships that are solidly built upon trust and cooperation. We have also broadened our vision for our group over the years,

investing more and more in the welfare of our community and passing on our spirit of friendship and mutual assistance. Together we are building up our society using the power of happiness and the strength of positive social energy.

Trusted to deliver a beautiful life! Trust comes from the reliable and fair way in which we treat each other. In this issue, we share new ways in which THL is supporting a better life, such as through "Teach for Taiwan" (TFT). This is a non-profit organization founded by Anting Liu that strives to eliminate educational inequality in Taiwan, including in rural areas. Ms. Liu is dedicated to improving the lives and increasing the happiness of our citizens. Also working with one of our valued partners, Taipei Marriott General Manager Mark Liu, we support to revive F&B business and provide more valuable service during COVID times! We also place a spotlight on some of our colleagues and business partners that show the value of friendship and cooperation. Among these is THL USA, THL's spirit JV with CAMPARI named "Spiritus Inc." as well as a new agency relationship with Lipton.

"One person can walk fast, but a group of people can walk far!" When facing challenges, courageous people embrace friends and join hands with partners. Together, they find the resources needed to overcome all difficulties. THL's road to excellence has resulted from good partners working together. We hope the words in this month's journal will provide you with encouragement and richer harvests ahead!

欣臨集團總經理陳德仁及領導團隊

Terence Chen, THL Group President & Leadership Team



有人才有教育，
最重要的教育資源是「人」。

打造幸福心力量 專訪「為台灣而教」創辦人劉安婷 Building Upon the Power of a Happy Heart

「為台灣而教」(Teach For Taiwan, 簡稱 TFT) 教育基金會創辦人劉安婷，以改變「教育不平等」為使命，投入台灣偏鄉師資人才培育，為孩子帶來優質教育機會。欣臨以實質贊助行動支持，致力成為社會正向能量的支持者，打造幸福心力量。

Anting Liu, the founder of the Teach for Taiwan (TFT), is on a mission to reduce educational inequality. Her foundation invests in training teachers and sending them to Taiwan's rural areas in order to provide a stronger educational environment. THL is a committed supporter of TFT, and believes that that our society can be improved through the power of the foundation's positive energy and the happiness it creates.

文／陳雅雯 攝影／鄭曉琪
圖／為台灣而教 Teach For Taiwan

「教育是一輩子的使命，改變是一輩子的承諾。」走進「為台灣而教」台北辦公室，走廊盡頭的桃紅色牆上白色的字體，在 LED 燈照耀下，簡約淨白且散發著光芒。這就是劉安婷讓人感受到的第一印象，充滿溫和堅定的純淨力量。

劉安婷，台北出生，台中長大，並靠著自學拿到美國長春藤名校的全額獎學金，大學時期到柬埔寨、海地和非洲迦納的志工經驗，讓她在 2013 年決定返台成立非營利組織「為台灣而教」(Teach For Taiwan, TFT)，2016 年更獲選《Forbes》亞洲版的三十位三十歲以下最有影響力的人物。

當年，那位在 TED 演講上侃侃而談「擁抱世代從教育開始」的年輕女孩，今年也不過才 31 歲，但卻已經悄悄地改變許多台灣小朋友的人生。

「每一位台灣孩子，無論出生，都應該擁有最好的教育和自我發展的機會。」談起偏鄉教育人才的缺口，劉安婷總能滔滔不絕分享，邏輯清晰，有條不紊，時刻都能感受她創辦 TFT 的使命感。

教育是一輩子的使命，改變是一輩子的承諾，是 TFT 堅守的信念。"Education is a lifetime mission, and change is a lifetime commitment," is a belief adhered to closely by TFT.

教育是一世代的使命，
改變是一輩子的承諾。



"Education is a lifetime mission, and change is a lifetime commitment." Entering TFT's Taipei office, one sees these words in white lettering on a pink wall, illuminated by LED lights. It's a simple yet radiant message. It also reflects the spirit of TFT founder Anting Liu – a strong spirit that is both gentle and firm.

Liu was born in Taipei and grew up in Taichung. She received a full scholarship from a prestigious US Ivy League school. Volunteer experiences in Cambodia, Haiti and Ghana led her to decide to return to Taiwan in 2013 to establish a non-profit organization of her own. In 2016, Forbes' Asian edition selected Liu as one of the Asia's 30 Under 30 young people.

In those early days she spoke eloquently in a TED speech on the theme of "Education starts from embracing generations." Now just 31 years old, she has already had a positive impact on the lives of many Taiwanese children.

"Every child in Taiwan, regardless of their starting point in life, should have the best opportunities for education and self-development." Talking about the gap in educational resources between Taiwan's rural areas and its cities, Liu freely shares her clear and methodical approaches to improving conditions. Her desire to bring about change led her to found TFT.



TFT 相信透過好老師，能將弱勢偏鄉學校轉變為教育創新基地。TFT believes that through the efforts of good teachers, disadvantaged rural schools can be transformed into educational innovation bases.

一場溫柔而堅定的體制內革命

走進台灣偏鄉現場，不僅師資缺乏，更存在許多高風險家庭環境，劉安婷表示，這些地方需要的不只是老師，而是能創造改變、能發揮影響力的優質老師及領導者，成為偏鄉孩子生命中的重要力量。

危機就是轉機，TFT 相信，好的老師，能將弱勢的偏鄉學校，轉變為教育創新基地。因此，「解決台灣偏鄉教師荒」僅是最表層的改變，TFT 透過多元化人才的嚴謹甄選機制，並經過 500 小時扎實的培訓研習，輔以三種類型督導組訓，包含教學技術督導、領導力督導、專長督導，再將這些充滿理念的優質老師，送到偏鄉最前線與孩子們在一起。

改變，必能帶來創新能量！劉安婷笑著回憶當年 2013 年 TFT 剛立案時才只有 2 千元，但走過八年的歲月，透過公益勸募及各界支持，已成功送出超過 269 位師資人才到偏鄉擔任 2 年全職教師，更有超過 6000 位學生受惠於這項計畫。

A gentle and firm revolution within the system

In Taiwan's rural areas, one encounters not only a shortage of teachers but also family environments that can be challenging. Liu stresses that some areas are in need not only of more teachers, but also teachers and leaders with special skills who can create change and become an important force for good in the lives of rural children.

"Crisis is a turning point." TFT believes that good teachers can turn disadvantaged rural schools into educational innovation bases. Therefore, "solving the shortage of teachers in Taiwan's rural areas" is only part of the solution. TFT uses a rigorous selection mechanism to create a pool of diverse talent. This is followed by 500 hours of training and study, supplemented by three types of supervised group training: 1) technical aspects of

education, 2) leadership, and 3) advanced expertise. After training is complete, the teachers are assigned to rural areas in Taiwan to be on the front lines of creating positive change.

"Change will surely bring innovative energy!" Smiling, Liu recalled the starting point for TFT in 2013, when they began with NT\$2,000. Now, eight years later, they have benefited from donations from many sources, and have been able to send 269 teachers into the field. Each teacher receives a two-year assignment. To date, more than 6,000 students have benefited from this project.

教育是報酬率最高的公益投資

劉安婷認為，教育是投資報酬率最高的一種公益投資，「幾乎所有社會問題都與教育有關係，如果可透過教育及早做改變，或許可以讓社會更好。」

對於非營利組織的經營模式，她也有獨到見解：「過去在台灣，募款在字義上，好像『手心向上』的概念，單向接受給予。而現在應該轉換思維，將之視為一種合作共好的概念。」

她進一步解釋，以前會用 Charity 形容慈善，意即展現好心意，但具有遠見企業家，如比爾蓋茲所提的公益概念，則是用 Philanthropy 來形容，是一種更深遠的慈善事業投資概念，「只是我們投資的，不是金錢的商品，而是投資對社會影響力的報酬。」

因此她通常將捐款者視為投資者或合夥人，特別是企業募款這塊，「重要的不是金額本身，而是如何運用夥伴關係，整合相互資源，一起達成共同目標。」劉安婷說。

Education: the public welfare investment with the highest return

Liu believes that education is the most effective area in terms of public welfare return on investment. "Almost all social problems are related to education. If you can create early positive change through education, you can make society better."



She also has unique insights into business models for non-profit organizations: "In the past, fundraising in Taiwan followed a simple concept of one-way giving. However, now we should think more in terms of cooperation and working together."

TFT 招募優質人才進入偏鄉地區，用愛與專業陪伴每一位孩子。TFT sends very talented people to rural areas, and ensures that each child is supported with love and professionalism.



She further explained that the traditional concept has been one of “charity,” mostly related to showing good intentions. However, in modern times entrepreneurs with vision, such as Bill Gates, have transitioned to a concept of “philanthropy,” which goes beyond charity. “It’s more of an investment concept, not just giving money, but of investing in the public welfare and our communities.”

As a result, Liu generally relates to her donors as investors and partners, especially on the corporate side. “What matters most is not the amount itself, but how we can leverage and integrate capabilities, partnerships, and resources in order to achieve common goals together,” Liu said.

為台灣而教與欣臨一起攜手創造幸福心力量

談起與欣臨集團的接觸，緣起於去年年初，劉安婷受邀演講在演講會上認識欣臨總經理陳德仁 Terence，並進而後續合作計畫。

欣臨集團董事長特助劉丹筠 Jill 表示，欣臨一直致力成為帶給消費者幸福的企業，「這次實質贊助 TFT，是欣臨第一次把幸福感帶進偏鄉教育現場。我從安婷身上感受到許多正面能量，並學了很多公益的意義與價值。」

提起與欣臨的互動過程，劉安婷則表示：「不管是 Terence 或是 Jill，都非常客氣，且願意花時間傾聽、了解我們，並打從心裡想去做好這件事，這點讓我非常感動。」

近期才投入公司部門人才串接橋樑的角色，成立「教育創新合作社 Education CoLab」，劉安婷對於創新有著無限的想像力，她期盼未來與欣臨可更深化合作，譬如企業人才交流…等，「好的合作是多贏的，能創造更多價值，期待未來與欣臨開啟更多的可能性」。

TFT and THL join hands to generate the power of happiness

TFT’s interaction with THL began in 2020 when Liu gave a speech. It was at this gathering that she first met THL General Manager Terence Chen. THL subsequently donated to TFT, and the two sides also developed a plan for future cooperation.

Jill Liu, Special Assistant to Chairman of the

THL Group, said that THL has always been committed to being an enterprise that brings happiness to its consumers. “This donation to sponsor TFT gives us an opportunity to bring joy through education in remote rural areas. I can sense a great deal of positive energy from Anting, and I think she is very knowledgeable about the meaning and value of philanthropy,” she said. Speaking of the process of interacting with THL, Anting Liu noted that “Both Terence and Jill are very polite, and also willing to spend time listening and understanding us. I can feel they have a deep desire to help us, and this is very moving.”

Anting Liu recently created an “Education CoLab” to help provide a bridge between corporate supporters and TFT. Liu has unlimited imagination for innovation. She looks forward to deeper cooperation with THL in the future, such as in the form of corporate talent exchanges. “Close cooperation such as this is a win-win for all involved and is value-creative. I look forward to opening up more possibilities with THL in the future!”



TFT認為一個好的老師就是好的領導者，且影響力不只在教室。TFT believes that a good teacher is a good leader, and their positive influence extends beyond the classroom.



“

「教育是投資報酬率最高的一種公益投資。幾乎所有社會問題都與教育有關，如果可以透過教育及早改變，或許可以讓社會更好。」

“Education is a public welfare effort that generates the highest return on investment. Almost all social problems are related to education. If you can create early positive change through education, you can make society better.”

~「為台灣而教」創辦人劉安婷
~ (Teach For Taiwan, TFT) Founder Anting Liu ”



TFT 長期招募培訓教育人才，為偏鄉小學注入優質師資。TFT trains its recruits extensively, and is able to provide high-quality teachers to rural primary schools.

新冠肺炎疫情是這兩年來，各大餐飲與飯店業者遭遇的最大逆風，台北萬豪酒店常務董事劉恒昌 Mark，務實看待飯店業景氣，面對後疫情時代，他說，未來飯店業者不僅要服務好飯店內的客人，還要「走出去」服務飯店外的客人。

文／勵心如 攝影／鄭曉琪 圖／台北萬豪酒店

面對逆境與挑戰，台北萬豪酒店常務董事劉恒昌 Mark，持續率領團隊以最優質服務滿足顧客。

逆境下磨出真功夫
專訪台北萬豪常務董事劉恒昌 Mark
Developing Strength
and Capability
through Adversity



台北萬豪酒店擁有絕佳景致的 20 樓高空酒吧餐廳「INGE'S Bar & Grill」。

一走進台北萬豪酒店大廳，就是高達 9 米的壁畫，這幅由加拿大團隊打造的藝術品，上面繪製了台灣獼猴、台灣藍雀以及展開屏的孔雀，充滿台灣風情與特色，展現經營者不凡的品味。

打造高標軟硬體服務 創造好口碑

年輕人大處著眼、小處著手，為了打造出更好的品質和服務，2015 年開幕的台北萬豪酒店，不僅是在飯店的硬體設施上展現高水準，打從開幕初始，從一杯供應給賓客的開水，就可以看出劉恒昌對於服務的高標準要求。

過去各大飯店都是供應普通礦泉水，想要喝到欣臨集團代理的義大利普娜天然礦泉水、義大利聖沛黎洛氣泡水等高端水類飲品，還要另外付錢。但是從台北萬豪酒店開始有了新的模式，每人付一百元，供應的水都是普娜和聖沛黎洛的水，「這對於消費者來說是品質保證。」劉恒昌說，當時很多人擔心是否其他飲料銷售會受影響，但是「客人喜歡優質質量的東西，新的做法讓大家更信任餐廳水準在一定的標準以上。」

且跨國合作的餐飲搭配一直是西華和萬豪飯店強項，早至 1998 年，熱愛藝術與美食的台北西華飯店董事長劉文治，就邀請法式料理教父級的主廚 Alain Ducasse 來台客座西華飯店，成為飯店業的創舉。從那之後，西華飯店便在餐飲的跨國搭配上領先國內同業，這樣的傳統沿襲至台北萬豪酒店。

攜手欣臨集團、米其林主廚 重現《神之零》漫畫場景

2018 年，劉恒昌牽線日本漫畫《神之零》作者亞樹直姐弟、連續 11 年榮獲東京米其林三星殊榮的主廚神田裕行，在台北萬豪酒店舉辦酒會重現漫畫情節，欣臨集團也贊助活動共襄盛舉。活動大獲好評，「把漫畫情節在現實生活中重現是比較少遇到的，真實故事寫成漫畫的比較多。」劉恒昌說。

透過各種餐酒活動，位於台北萬豪酒店 20 樓的高空煙燻碳烤酒吧餐廳 INGE'S Bar & Grill，迅速在國際上提升名氣，憑藉優質服務和精湛調酒，



台北萬豪酒店常務董事劉恒昌 Mark（右）與欣臨集團總經理陳德仁 Terence（左）擁有多年好情誼。



2015年開幕的「台北萬豪酒店 Taipei Marriott Hotel」座落於台北大直地區。

2019年便入選「50 Best Discovery」，這是被譽為「美食界奧斯卡」的年度餐飲評鑑「全球50最佳餐廳」及「全球50最佳酒吧」的延伸版本，可見台北萬豪酒店的餐飲水準備受肯定。

2020年1月，是台灣飯店業史上業績最高峰的一個月，沒想到不久後全球新冠肺炎疫情爆發，成為餐飲和飯店業有史以來的最大逆風。連續兩年各大企業的尾牙、春酒接連取消，且住房市場與國際會議急凍，劉恒昌坦言飯店業現在非常辛苦，他務實看待未來景氣，期許疫情能夠盡快趨緩，讓飯店業景氣慢慢回溫。

而在疫情尚未結束下，劉恒昌也率領團隊開展出新業務。2021年5月，台北萬豪酒店

開展外帶生意，緣起於當時國內疫情緊繃，許多客人紛紛來詢問是否可以外帶餐盒送給醫護人員，於是劉恒昌決定跨出這一步，做起外帶生意，「大家很信賴我們，好幾個醫院都是我們客戶，很多有愛心的人會來訂幾百個便當。」他說，他們沒有打算靠外帶的生意賺錢，「幾乎用成本來定價。」只是為了滿足客戶們的期待。



2018年 ICSA 亞洲主廚高峰會在台北萬豪酒店舉辦，是國際餐飲界的一大盛宴。

“

「以前，我們是擁抱走進飯店裡的客人；現在，我們是要走出飯店外，主動去擁抱客人，透過結合好食材跟專業料理與通路合作，將自己的特色推展出去。」

~台北萬豪酒店常務董事 劉恒昌 Mark ”



開展外帶、冷凍商品新生意 走出飯店服務更多客群

現在台北萬豪酒店也開始籌備做冷凍食品，從這次的春節年菜初試啼聲，「要把專業展現在冷凍商品上，讓遙遠的客人也可以品嚐我們的餐點。」劉恒昌說，過去這半年，各大飯店都是脫胎換骨，以前用服務和食物搭配，來滿足走進飯店內的客人，現在是要走出大門，主動去擁抱客人，透過結合食材跟料理，與專業通路合作推展出去。當餐點外帶時或做成冷凍食品時，要如何能維持高級好風味，現在所有飯店和餐飲業都面臨這樣挑戰。

「這兩年，不能期待外國客人或是政府補助，要靠自己站起來，所以要更加務實。」劉恒昌說，現在台北萬豪酒店也跟很多大型企業在洽談，過去這些企業的員工旅遊、年度會議都在海外舉辦，「如今既然不能出國，這些會議是不是可以在台北萬豪酒店舉辦，這是2022年希望看到的趨勢，由國內企業支持餐飲業當作復甦第一步。」他說，未來台北萬豪酒店也可能開發自己的產品，搭配欣臨集團在通路上的豐富資源，一起拓展新生意。

「以前，我們是擁抱來飯店的人，因為疫情，2022年，我們去思考能否服務更多飯店之外的人，『走出』飯店外去服務更多的人。」劉恒昌說。疫情讓各大飯店業者面臨景氣寒冬，但逆境下磨練出大家更好的功夫，台北萬豪酒店持續蹲馬步、苦練基本功，為的就是要不斷端出更好品質的服務來滿足顧客。THL

(上) 1993年，美國前總統老布希伉儷下榻西華飯店。(中) 2018年，東京米其林三星名廚神田裕和《神之雫》作者客座西華舉辦系列餐酒盛宴。(下) 台北萬豪酒店的「INGE'S Bar & Grill」2019年入選「50 Best Discovery」。



資深大將王孝倫出任欣利實業總經理 欣臨烈酒事業大步邁進

THL's Spirits Business Strides Forward

文 / 勵心如 攝影 / 王辰志 圖片提供 / 欣利實業



欣臨集團與國際酒商集團 **Campari Group**，合資開設新公司欣利實業 **Spiritus Inc.**，力邀在烈酒產業具豐富經歷的專業經理人王孝倫 **Allen** 入股新公司並擔任總經理，為欣臨集團開展嶄新事業。

THL and global wine firm Campari Group have created a new joint venture (JV) named "Spiritus Inc." and have recruited Allen Wang to be the new firm's General Manager. Allen is a seasoned professional with extensive experience in the spirits industry. This is a new business area for THL Group.



Campari 酒具有鮮艷紅色和苦味，是全球許多著名雞尾酒的核⼼，也是米蘭的標誌性品牌。Campari wine has a bright red color and is a bitter Italian liqueur. It's the core of many famous cocktails made around the world and an iconic Milan-based brand.



“

「合資公司可以擁有很大彈性。在大公司，一個計畫從討論到執行，要花兩個月，但在欣利，我們三天就可啟動一個新計畫。」

"Joint ventures can have a lot of flexibility. In large companies, it takes two months for a plan to go from discussion to execution, but in THL we can start a new project in three days."

~欣利實業董事總經理 王孝倫 Allen

~ Spiritus GM Allen Wang ”

禁止酒駕  未滿十八歲禁止飲酒

王孝倫 Allen 曾在全球最大酒商集團帝亞吉歐擔任台灣分公司總經理，任職期間率領團隊，在七年期間將業績從約 30 億元躍升至 50 億元，締造了帝亞吉歐在台灣成長最快的七年。

創下亮眼成績後，2021 年中從帝亞吉歐退休的 Allen，在欣臨集團總經理陳德仁 Terence 和欣利實業董事長陳德立 Derek 的力邀下，2022 年 Allen 出任欣臨集團和義大利酒商集團 Campari Group 合資設立的欣利實業總經理一職，未來欣臨集團的烈酒業務都將統整於旗下管理。

此次的合資案，對欣臨集團而言，是從代理商角色朝向品牌擁有者轉換的重要一步。「代理商有其身份侷限，欣臨希望能將代理商角色再進化，跳脫出代理商限制，」Derek 說，而和 Campari Group 合資公司欣利實業，便是更接近原廠的重要一步。

GM Allen once served as the head of Diageo's Taiwan operations. Diageo is the world's largest spirits company. During his 7-year tenure at Diageo, he led a team that was able to increase the branch's revenues to NT\$5bn from NT\$3bn.

Allen retired in mid-2021. He was then recruited by THL GM Terence (Chen) and Spiritus Chairman Director Derek (Chen) to head up THL's new wine and spirits business, which will all be integrated under the new Spiritus JV.

The JV represents an important step in the THL Group's transformation from purely an agency business to being a brand owner. "Agents have identity limitations, and THL hopes to evolve the role of agents and break free from some of the restrictions," said Derek. The Spiritus JV with Campari allows THL to take an important step closer to the original factory.



欣利實業董事長陳德立 Derek (左) 及總經理王孝倫 Allen (右)。
Spiritus Chairman Derek Chen (left) and Spiritus GM Allen Wang (right).



Aperol 是完美的開胃酒。它呈亮橙色，具有獨特的苦甜味道，源自自創建以來一直保持不變的秘方。Aperol is the perfect aperitif. It's bright orange and has a unique bittersweet taste derived from a secret recipe that has remained unchanged since its creation.

“

代理商有其身份侷限，欣臨希望將代理商角色再進化，跳脫代理限制，和 Campari Group 合資的欣利實業，便是更接近原廠的重要一步」

"Agents have their own identity limitations. THL hopes to evolve the role of agents and break away from agency restrictions. Spiritus, a JV with the Campari Group, is an important step closer to the original factory."

~欣臨集團總經理特助 陳德立 Derek

~ Spiritus Chairman Derek Chen ”



花兩年打動義大利 Campari Group 在台設立合資公司

要說服外商同意合資，過程並不容易，前後花了兩年的時間才談定。由於合資計畫需要義大利總部同意，起先案子走的並不順利，直到 Terence 和 Derek 透過人脈結識 Campari Group 高層，並提出優秀企劃案，終獲成功。

一般消費者可能對於 Campari 不太熟悉，過去最強的白色烈酒，在台灣主要做基酒使用，並非純飲，因此消費者認識度不高，「要怎麼幫它找到好的戰場和調配方式，或是如何創造未來新的風潮，這就是未來的挑戰。」Allen 說。

儘管新公司剛起步，但在烈酒產業有 20 多年經驗的 Allen，對於發展前景相當有信心，「只要找到對的產品線和消費者，未必會輸給大公司的強大資源，在大公司一個計畫從討論到執行要兩個月，但是在欣利，三天就可啟動一個新計畫」敏捷彈性、有效率的團隊，加上欣臨集團在零售通路端的強大資源，就是欣利實業的獨特優勢。

It took two years to convince Italy's Campari Group to establish a JV in Taiwan

The process of persuading foreign investors to agree to a JV is not easy, and this agreement took two years to negotiate. The JV proposal required the approval of top Campari management in Italy. Discussions did not go very smoothly until Terence and Derek were able to build a relationship with top Campari management and present them with a convincing and ultimately successful business proposal.

The average consumer in Taiwan is often not very familiar with Campari. Its main spirit in the past was mainly used as a base liquor, rather than being consumed directly. Therefore, many consumers aren't familiar with the brand name. "How can we help raise the profile of the brand and the blending possibilities? How can we create new consumption trends? These are the challenges ahead," said Allen.





1860年，義大利金巴利集團開始跨足於烈酒等領域，如今已經是全球著名酒商。In 1860, Italy's Gruppo Campari (Campari Group) began to step into the field of spirits, and is now a world-renowned wine and spirits producer.



Campari Group 旗下的單一麥芽蘇格蘭威士忌 The Glen Grant 成立於 1840 年，是義大利具代表性的威士忌品牌。The Glen Grant, a single malt Scotch whisky under the Campari Group, was established in 1840 and is a well-known whisky brand in Italy.

Although the new company has just started, Allen, who has more than 20 years of experience in the spirits industry, is quite confident about the new JV's prospects. "As long as you have a good product line and good connections with consumers, success can be achieved with the leverage available from large partners. Our overall plan took two months from discussion to execution. At THL, a new plan can be launched in three days." Allen added that Spiritus has unique advantages in the form of THL's agile, flexible and efficient team, and its strong resources on the retail channel side.

跳脫代理商角色 爭取更高利潤及員工福利

Derek 表示，一直以來，欣臨不斷思索，要如何提供更加值得服務，甚至跳出代理商範疇，包含過去的阿華田商標授權合作，或是沙威隆等品牌，都是從代理商跳到品牌擁有者的重要策略。「在烈酒的領域，我們也不希望只是代理品牌而已，」Derek 說。如此一來，合資公司的經營利潤，也會高於單純擔任代理商角色，新設立的欣利實業，首年營收目標是好幾億元。

「從階段性挑戰來看，高目標具重要里程碑意義，它代表組織效能和效率，都達到一定的水準了！」王孝倫進一步解釋，相較於代理，在合資模式之下，我們與原廠的溝通聯繫，會更加密切，「組織也跳脫代理商角色，更投注於品牌建立，對欣臨團隊能力培養也會更進化。」

Derek 也期許，透過與外商合資公司這類跳脫純代理模式，能為集團創造更高的利潤，「合資公司帶來更多利潤，員工可以有更多升遷機會及員工福利，因此這個案子很大任務，是要帶給集團更多優化。」

欣利實業負責的烈酒領域，產業前景看好，有很多機會點。王孝倫分析，台灣雖然人口總量負成長，對很多產業來說不再有人口紅利，但是烈酒產業卻仍有很大需求，「以前喝得多，現在則要喝得好，所以雖然台灣是老化市場，但是高單價烈酒營業額卻不斷上升。」這都給欣利實業帶來很大的發展空間。

欣利實業的設立，是欣臨集團在烈酒領域佈局的重要一步，烈酒領域的老將王孝倫 Allen 將會如何率領優秀團隊，在烈酒產業再次創下亮眼成績，令人期待！

Evolving beyond the agency role to achieve higher profits and employee benefits

Derek said that THL has been thinking extensively on how it can expand the range of its value-added services, including moving beyond the role of agents. This includes a trademark authorization cooperation with Ovaltine, Savlon and other brands. In this way, THL has transitioned from agency services to brand management activities. This is an important part of their Group strategy. "In the field of spirits, we don't want to just represent brands," Derek said. As a result, the operating returns of the JV will be higher than that of simply acting as an agent. The newly established Spiritus JV has a revenue target of several million NT. dollars in its first year.

"From the perspective of staged challenges, the target is an important milestone. It would represent that organizational effectiveness and efficiency had reached a certain level," said Allen. He added that compared to agency operations, under the JV model THL will be in closer communication with production facilities. "The Group

will make a break from the model of being purely an agent, and will focus more on brand building. As a result, the capabilities of THL's team will evolve and expand."

Derek said the Group foresees higher profits from its strategy of moving beyond a pure agency approach to JVs with overseas companies. "JVs will generate higher profits, and this will also open the door to greater promotion opportunities and employee compensation. Thus, this case is very important. The big task is to raise the potential of the entire Group."

Industry prospects for the spirits industry in Taiwan are promising. According to Allen's analysis, although Taiwan's population has plateaued and demographic dividends have disappeared, the spirits industry is still enjoying robust demand. Taiwan is an aging market, but the turnover of high-unit-price spirits has continued to increase." This provides Spiritus with substantial room for development.

The establishment of Spiritus is an important step for the THL Group in the field of spirits. All eyes are now on new GM Allen. It's very exciting as he prepares his outstanding team to meet the challenges ahead and achieve great success in the spirits industry! THL



Wild Turkey 是美國的標誌，屢獲肯塔基純波本威士忌殊榮享譽全球。Wild Turkey is a classic brand in the United States. This Kentucky-based straight bourbon whiskey has won numerous awards and is famous around the world.

禁止酒駕 未滿十八歲禁止飲酒



從 2018 年起，達立餐飲從零開始建立葡萄酒事業部，銷售額每年都雙位數成長，他們從世界各地引進精品酒莊的葡萄酒，備受愛酒人士的喜愛。

文 / 勵心如 攝影 / 陳雅雯
圖片提供 / 達立餐飲

達立餐飲葡萄酒代理事業，銷售額每年都雙位數成長，成功讓許多精品酒莊品牌在台灣打響名號。



接軌國際 達立餐飲引進世界各地精品葡萄酒 Expanding Globally DeLight Introduces World-class Fine Wines

台灣的葡萄酒市場主要都在法國酒，像是波爾多及這幾年風潮上的勃根地酒，對於新品牌或不熟悉的產區接受度較低，造成很多國外新興葡萄酒品牌，在國際名聲響亮，但在台灣市場卻乏人問津。

觀察到台灣葡萄酒市場這樣的狀況，達立一開始就從最難的部分開始做起，核心理念是要為台灣葡萄酒市場引進符合國際趨勢或世界各地的新興品牌，於是達立就從義大利及西班牙，選擇一些品質優異、產量少的精品酒莊，或一些冷門產區的新酒莊開始入手。

行銷總監陳安綺表示，未來會持續在世界各地尋找精品酒，讓台灣葡萄酒市場更豐富多元、國際接軌。



從冷門地區著手，一手打造中義新興酒莊成為明星品牌

「我們從冷門產區開始著手，當時很多業界老師質疑我們這樣可以活下去嗎？」達立葡萄酒事業部業務經理劉彥熏回想。但達立不僅活下去了，每年都還維持雙位數速度逐年成長，並成功讓很多小型精品酒莊 / 品牌在台灣打響名號。

像是義大利尤里西斯酒莊，現在就是達立旗下的明星酒莊，銷售量排名第一。

義大利的尤里西斯酒莊成立於 2006 年，算是年輕的酒莊，也是目前義大利中部 Abruzzo 產區葡萄酒「文藝復興」的重要推手。目前達立代理的尤里西斯酒款，11 支裡面就有 7 支拿到義大利重量級酒評 Luca Maroni 的滿分，品飲過的人都驚豔不已。

2019 年達立剛引進尤里西斯酒莊時候，沒有人認識這個酒莊。一切從零開始，帶著酒莊代表從北到南舉辦新品發表會、品酒會、餐酒會及參加酒展，向台灣的愛酒人士介紹這酒莊的迷人之處，「藉由品飲感受酒款的特色，加上解說讓客人了解酒莊的風土特色及釀造上的用心，帶動銷售建立客情，明星酒莊的知名度也是一點一點堆疊起來的。」達立葡萄酒事業部行銷總監陳安綺說。

不像威士忌主要就是打品牌，可以將行銷規劃交給公關公司，葡萄酒市場更是競爭，隨手拿的一瓶酒，同產區可能就上百瓶，「如何增加酒款曝光讓客人記住且回購，這對每個酒商來說都很重要」，所以每場酒莊活動都要經過討論與設計，呈現酒款獨特之處，甚至每年都需舉辦好幾場活動，才能夠加深消費者印象。陳安綺：「最困難是找到對的消費者，這都需要平常專業累積和經營。」

耐心拿下優質酒莊代理權，讓台灣葡萄酒市場受國際肯定

陳安綺表示，達立挑選酒莊會以國際上有知名度的，

澳洲 Chris Ringland 酒莊精品葡萄酒。



或是釀酒師的釀造技巧優異為判斷標準。為了引進優質酒莊的葡萄酒進入台灣市場，常常得花上一兩年的時間和精品酒莊溝通。「因為很多國外精品酒莊，只專注在釀酒工作上，每年的產量也有限，想要拿到酒的人大排長龍，要花很多工夫才能拿下代理權。」

舉例而言，達立在 2021 年引進的澳洲膜拜酒莊 Chris Ringland，代理權就談了兩年才拿到。劉彥熏表示，主要原因是因為它本來產量就很少，一開始可能也覺得台灣市場很小，因此意興闌珊，「但我們每三個月就寫信，表達強烈代理的興趣跟熱情。」最後終於取得代理權，「我們拿下代理權時是非常雀躍的，因為這也表示他對台灣葡萄酒愛好者的認同。」

今年九月開始販售 Chris Ringland 酒莊的酒，不到一季就幾乎售罄，他們甚至還引進澳洲現行酒款中最貴的旗艦酒，第一次只配到 12 支，一進台灣就陸續被購買收藏，滿足了台灣愛酒人士的期待。

展望未來，達立除了會代理商業品牌葡萄酒之外，也不會停下在世界各地尋找精品酒腳步，他們的堅持，讓台灣葡萄酒市場更豐富多元。



達立葡萄酒事業部業務經理劉彥熏。

禁止酒駕 未滿十八歲禁止飲酒



首創 MIT 智能倉儲機器人系統 客製化物流系統強化競爭力 Taiwan's First Unmanned Guided Vehicle Will Boost Logistics Competitiveness

文 / Sabrina Chang 圖 / 新竹物流、欣新網



新竹物流與工研院、士林電機合作研發，台灣第一個無人搬運車，客製化調整系統運作模式，貼合欣新網電商平台產品需求。

The first made-in-Taiwan (MIT) “automated guided vehicle” (AGV) has been developed by HCT Logistics in cooperation with the Industrial Technology Research Institute, ITRI (Taiwan Government) and Shihlin Electric. In its customized operating system, the new vehicle is designed to meet THL’s e-commerce platform needs.

全球步入後疫情時代，促使宅經濟市場飛快成長，不僅銷售商品品項越來越多元，優化後動物流系統，也成為所有電商平台的機會與挑戰。欣新網引進由新竹物流、工研院與士林電機合作研發的第一套台灣製造物流無人搬運車 (AGV) 智能倉儲機器人系統，因應電商市場快速變化的需求，迎接不斷成長的訂單。

The world has entered the post-epidemic era, prompting rapid growth in the housing market and related demand. This surge means higher distribution volumes and a greater diversity of sales. However, optimizing logistics is a central part of turning this from a challenge into an opportunity for e-commerce platforms. HCT Logistics introduced the first Taiwan-made AGV system for the use of automated facility in the warehouse of its subsidiary, HHG Logistics.

費時一年研發首創 MIT 智能倉儲機器人系統

欣新網是台灣各大電商平台代營運商，欣新網物流總監王銘弘 Derek 指出，不僅透過 Yahoo 購物中心、蝦皮、PChome 等主要電商平台代營運，因應市場快速變化下，舉凡 Foodpanda、Uber Eats 等新興平台出現時，欣新網都會優先與之合作，前端進軍多元平台還需有後端物流團隊的直持，AGV 智能倉儲機器人系統能客製化且彈性調整，正是提高欣新網的競爭優勢的關鍵之一。

“

「電商市場變化速度快，新竹物流研發的 AGV 自動倉儲系統，能夠配合需求客製化調整。」

"The e-commerce market is changing rapidly. The AGV automatic warehousing system developed by HCT Logistics can be customized to meet changing needs."

~欣新網物流總監 / 股東 王銘弘 Derek

~Derek Wang, HHG Logistics' Director of Logistics. ”



AGV 智能倉儲機器人系統台灣團隊一年的研發，由新竹物流與工研院進行軟硬體整合研發，士林電機負責硬體製造組裝，再透過由欣臨與新竹物流合資的欣新網實際操作，可即時因應不同產品規格、出貨方式等，客製化彈性配合欣新網代營運的品牌需求。

AGV 智能倉儲機器人系統是指將過往由大量人力負責的揀貨工作，改為由無人搬運車負責，無人搬運車在接收到系統指令後，會於指定的路線上行進，並且將裝有訂單所需商品的正確的 AGV 貨架送抵理貨站；這一連串看似簡單的指令，要讓無人搬運車執行，卻必須要有強大的 IT 團隊做後援。

After 1 year of R&D, the first MIT unmanned vehicle

Another subsidiary, HHG Logistics, operates one of Taiwan's top-three e-commerce platforms. HHG Logistics' Director Derek Wang noted that in addition to cooperating with major e-commerce channels operated by firms such as Yahoo, Shopee, and PChome, they also engage with more specialized platforms as they appear, such as foodpanda and Uber Eats. THL prioritizes new relationships with such entrants. Front-end entry into multiple platforms requires the direct support of THL's back-end logistics team. The AGV warehousing system of HCT Logistics can be customized, adding greater flexibility, which is one of the keys to increasing its competitive advantage.

The AGV warehousing system has undergone two years of R&D by the Taiwan team. HCT Logistics and ITRI (Taiwan Government) were responsible for the software programming, while Shihlin Electric handled the hardware. HHG Logistics, a joint venture between THL and HCT Logistics, is the system operator.



由新竹物流與欣臨合資成立的欣新網，為台灣各大電商平台代營運商。HHG Logistics, a joint venture of HCT Logistics and THL, operates one of Taiwan's top e-commerce platforms.

The system can immediately respond to items such as product specifications and shipping methods.

The new AGV can collect and sort items that formerly had to be collected by large numbers of staff. After receiving system instructions, the AGV travels its designated route and delivers the items to a reception area called work station. Although the process may appear to be simple, the AGV requires the support of a strong IT team.

客製化彈性調整 配合產品市場變化

負責後台研發的新竹物流流通事業群經理莊子瑤表示，產品大小、規格化、條碼、材積精準等，都是導入 AGV 自動化倉儲系統的基本要素，IT 團隊不僅要在研發時，納入這些產品數據分析，在 AGV 自動化倉儲系統正式投入運作後，也必須因應產品變化，隨時調整後台程式，讓需要人力介入的環節，降到最低。

新竹物流流通事業群營業部資深經理李懿蓁指出，「MIT 就是我們的最大優勢。」她進一步解釋，目前台灣多數電商平台都是使用國外引進的自動化倉儲系統，「就像買了一台 iPhone，並沒有 open source 的功能」，因此系統剛上路時，總是需花費時間與人力去適應系統，而不是系統在地化，但新竹物流與工研院研發的 AGV 自動化倉儲系統，卻是系統適應產品、市場等，具有客製化調整的優勢。

最好的例子就是欣新網遍佈各大電商平台的品牌旗艦館，Derek 以蝦皮為例，欣新網在蝦皮有 18 個品牌旗艦館，因此訂單特性是，一張訂單僅有一個品牌，但囊括該品牌所有品項，也就是產品規格都不同，這時候就需要透過客製化的調整，將同品牌的所有產品，放置在同一個 AGV 貨架上，讓無人搬運車只需跑一個貨架，就能同時完成一張或多張同品牌產品的訂單。未來，也會縮短出貨間隔時間，從每天一次，提高到每三小時一次，讓電商銷售

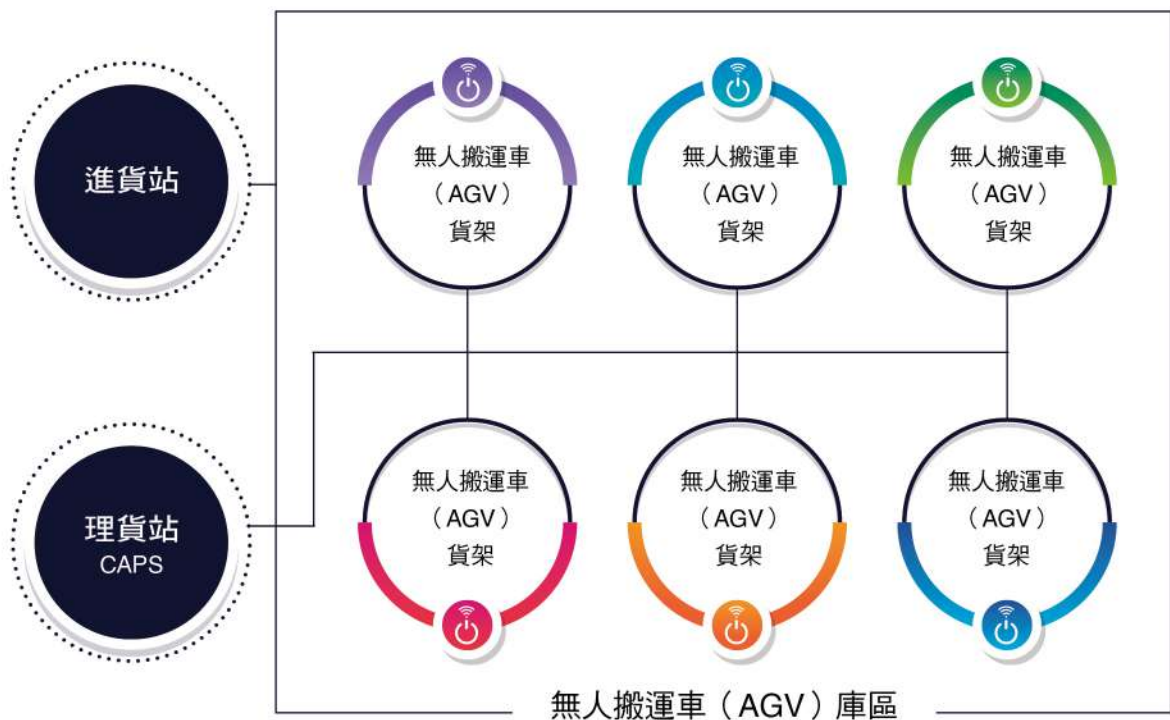
旺季出貨時，不至於「塞車」。

Customization and flexibility to meet market changes

Manager Claudia Chuang HCT Logistics' business group is focused on back-office R&D efforts. She said that product size, standardization, barcodes, and volume accuracy are all basic elements for implementing an AGV automated warehousing system. While the IT team obviously needs to input initial capabilities, they must also create a system that can be adjusted in new conditions, and to design these preparations in a way that requires minimal human intervention.

Claire Lee, Senior Manager of HCT Logistics' Distribution Group, pointed out that "The MIT angle is our biggest advantage." She explained that most of Taiwan's e-commerce platforms use imported automated warehousing systems. "It's like buying an iPhone. It doesn't have the capabilities of an open-source product." When such a system first hits the road, significant time and manpower are needed for adjustments to the local system. However, the system developed by HCT Logistics and ITRI was specifically designed to meet HCT Logistics' needs. It's designed to easily adapt to changes in products and markets.

One example is HHG Logistics' flagship brand pavilions on its e-commerce platforms, such as for Shopee. Derek noted that HHG Logistics has 18 such pavilions on Shopee. All of the products for a single brand can be located in a manner that allows for collection in one run by the AGV warehousing system. Multiple orders can be completed at one time. In the future, shipments intervals



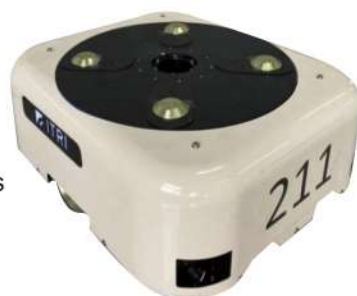
CAPS 電子輔助揀貨系統 (Computer Aided Picking System)，透過電子標籤揀貨，降低目視尋找錯誤率，並提升揀貨效率。線條為無人搬運車行駛路線。

AGV 智能倉儲機器人系統由新竹物流與工研院進行軟硬體整合研發，士林電機負責硬體製造組裝透過欣新網實際操作，具有客製化調整的優勢。HCT Logistics and ITRI (Taiwan Government) cooperated with each other to integrate the hardware and software of AGV system, while Shihlin Electric manufactured and assembled AGVs. The new system enhances HHG Logistics' flexibility.

are likely to be shortened significantly, to perhaps once every three hours. This will help reduce e-commerce congestion during the peak sales seasons.

AGV 自動化倉儲系統是物流產業趨勢

不過李懿蕓坦言，無人搬運車的硬體設施造價並不高，因此對物流業者來說，進入門檻也不難，目前台灣多數物流業者也都逐步引進類似系統，新竹物流的這套 AGV 自動化倉儲系統的關鍵優勢，就是客製化調整的能力，與客戶產品變化、商業模式改變等與時俱進。



除了提高倉儲作業效率與精準度、降低人力成本外，新竹物流與工研院著手投入 AGV 研發的關鍵因素，還是少子化問題。以 2021 年雙十一電商銷售旺季為例，新竹物流在這段出貨高峰期，必須投入更高的人力成本，「我們請的外包人力平均時薪多了 45%」，李懿蕓指，少子化時代來臨，人力

(左) 倉儲人員將貨品上架至無人搬運車 (AGV) 貨架。 Warehouse staff using an AGV.
(右) 倉儲人員於 CAPS 理貨站透過電子標籤揀貨、分貨。 Warehousing personnel handling goods using electronic tags at a computer-aided planning and scheduling (CAPS) tally statio.



宅經濟市場飛快成長，電商銷售商品品項越來越多元。The housing market is growing rapidly, and e-commerce sales are diversifying as a result.

供給將逐步減少，但在人力需求不變的情況下，需要付出大量體力的倉儲物流工作，很難吸引到勞工，得需要以更高薪資增加吸引力。

因此，從長遠來看，AGV 自動化倉儲系統是物流產業的趨勢，必須提前佈局，以因應隨之而來的人力短缺問題。新竹物流的 AGV 自動化倉儲系統，更進一步提供客製化優勢，不僅以機器取代人力，解決潛在的成本提高問題，同時配合品牌產品變化，持續優化倉儲流程、穩定淡旺季出貨效率，助攻電商平台的業績成長。

AGV automated warehousing systems are part of a trend in the logistics industry

Claire frankly said that the cost of AGV hardware facilities is not high, so in this sense barriers to entry are not that high and most Taiwan logistics firms are introducing automated systems of some type. However, the key advantage for the system developed by HCT Logistics is the high level of customization that is possible. This provides much higher flexibility than is found with most other systems in Taiwan.

In addition to improving the efficiency and accuracy of warehouse operations and reducing labor costs, the new system was also designed to address issues created by Taiwan's declining birth rate. For example, labor conditions tightened considerably during the during Double 11 day in 2021. "The average hourly wage for outsourced labor increased by 45%." Claire pointed out people these days are having fewer children. As time goes by, the supply of manpower will gradually decrease. At the same time, warehouse and logistics operations tend to require much physical effort, making it difficult to find sufficient staff. One effect has been significantly higher costs during peak seasons.

Thus, the AGV automated warehousing system is part of a clear trend in the logistics industry, and these early preparations are necessary to meet the changing conditions of the future. HCT Logistics' system provides great flexibility. It not only addresses a looming market with fewer workers, but also paves the way for greater efficiency and a greater ability to adjust to changing market conditions in both low and peak seasons. THL

以通路體驗行銷開拓 THL 北美市場

專訪欣臨品牌事業部總經理 閻秋梅 Wendy Yen

THL Develops the North American Market Via “Experiential Marketing”

從讓消費者對產品產生共鳴，到促使消費者購買產品，閻秋梅要用通路體驗行銷鋪上「最後一哩路」，逐步開拓北美市場。

Using experiential marketing, also called engagement marketing, THL's Wendy Yen lets products resonate with customers, helping to pave the last mile to purchasing and enjoying a product. In this way, she is gradually opening the North American market to THL.

文 / Sabrina Chang 圖片提供 / THL USA

2019 年欣臨帶著台灣品牌進軍北美市場，即使不久後便遇上全球肆虐的 Covid-19 疫情衝擊，欣臨仍舊在美國及加拿大 Costco、加拿大最大亞洲超市 T&T、TJ Maxx & Marshalls 佔有一席之地，接下來更將在 THL 品牌事業部總經理閻秋梅 Wendy 的帶領下，整隊再出發，結合她過去在中國、美國、台灣等地的經驗，持續開拓北美市場。

THL began introducing Taiwanese brands into the North American market in 2019. Despite the challenges that soon followed due to Covid, THL has still been able to establish positions in the United States and Canada. THL's channels include Costco, T&T Supermarket (Canada's largest Asian supermarket), TJ Maxx and Marshalls (a TJ Maxx sister company). Recently, THL's efforts have gained extra strength due to the selection of Wendy Yen as the General Manager-Brand Division. She brings with her great experience in mainland China, Taiwan and the United States.

“

「北美市場本就高度融合多元文化，如何與北美當地品牌做出市場差異，吸引對異國商品有興趣的在地消費者，其中關鍵在於如何講好品牌故事。」

"The North American market is inherently multicultural. How do we make our products stand out in the crowd and attract consumers who are open to trying new and somewhat exotic products? The key lies in effectively helping the brands tell their unique and interesting stories."

~ THL 品牌事業部總經理閻秋梅 Wendy Yen

~ Wendy Yen, General Manager-Brand Division ”



阿華田牛奶麥芽威化餅已於加拿大超市上架。Ovaltine Wafers are now available on shelves in Canadian supermarkets.

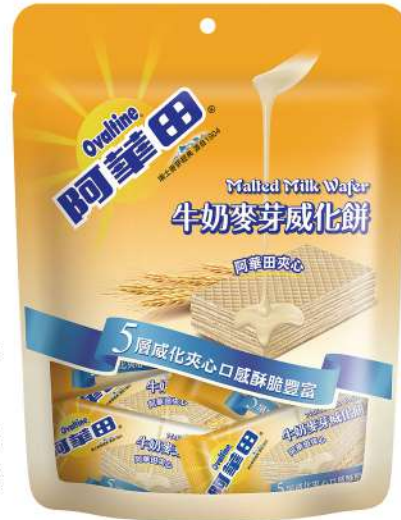
結合中、美、台經驗 跨文化思維帶領 THL USA

閻秋梅曾在美國求學，並在紐約、上海、台北等地工作，在消費性產業、娛樂業、行銷業等有 20 多年的工作經驗，曾在奧美集團促動行銷擔任董事總經理一職，專長品牌策略融合及通路管理。

近幾年，也陸續為幾家企業提供顧問服務，談起當初接下 THL USA 工作，她笑說，一開始也沒想到會是自己，只是過去和欣臨集團總經理陳德仁有過合作經驗，當時只是得知 THL USA 需要一位具有美國及台灣經驗的跨文化總舵手，以美國市場的角度思考消費者的需求，同時又能助攻台灣品牌打進北美市場，她沒想到談著談著，最後自己接下了這工作。

已於 2021 年底逐步接手 THL USA 事業的閻秋梅不諱言，她對結合自己過去的經驗與開拓北美市場相當有信心，北美市場本就高度融合多元文化，因此她堅持台灣品牌讓產品說故事的底蘊進軍北美市場，與北美當地品牌做出市場差異，吸引對異國商品有興趣的在地消費者，而其中最關鍵一點，在於如何做品牌行銷。

文化張力 (Cultural tension) 是找到品牌與眾不同主張的第一步，閻秋梅指出，結合產品銷售地的文化行銷產品，讓消費者對產品有共鳴，這是激發消費者購買動力的第一步，例如結合當地最熱門的話題與消費者對話，不管在通路陳列、社群網站等，都能有效與消費者產生連結。而她了解美國消費者文化的背景，再加上熟悉台灣品牌，正好可以激發不同的文化張力，吸引更多北美市場當地消費者買單。



about her new position at THL USA, she had a bit of a laugh and said that she didn't really expect this role at the beginning. However, she began having opportunities to cooperate with THL and its Group General Manager Terence Chen. Through this experience, she learned that THL USA was in need of a cross-cultural chief helmsperson with American and Taiwanese experience. Such a person would need to understand consumer needs in America, and at the same time understand Taiwanese brands in order to help them enter the North American market. In the end, she and THL found that she would be just the right person to take on this challenge.

Wendy said she is quite confident that she can build up THL's position in North America. She gradually took over the reins in her new position, and was fully in place by the end of 2021. She noted that the North American market is inherently multicultural. She has much past experience in this market and is excited about the prospects of exploring new opportunities. One area about which she feels very strongly is that THL's in America should focus on authentic Taiwanese brands, and help these products tell their unique and interesting stories. She believes THL can stand out in the market by introducing items for consumers who are interested in new and somewhat exotic products. The key, she said, is that the brands are marketed and positioned correctly.

Use of "cultural tension" is a new marketing concept, and Wendy sees it as a first step in creating a unique position for a brand name that will help it stand out in a crowded market. The goal is to create new insights among consumers that can resonate with them, and to do this via interaction. This can be done via social media, displays and onsite samples. Brand owners need to dialogue with consumers, with cultural tension helping to create brand connections. Yen looks to combine her understanding of American consumer culture and her familiarity with Taiwanese brands. Coupling these two sides, her vision is to use cultural tension in a manner that will attract the interest of North American consumers, and build a bridge that allows Taiwanese brands to enter this market.

義美小泡芙 2020 年至 2021 年兩年期間在全美 Costco 販售。I-MEI Puffs appeared on shelves of Costco in the US beginning in 2020, and in greater volumes in 2021.

Yen combines her experience in mainland China, the US and Taiwan, as well as her cross-cultural thinking, to strengthen THL USA

Wendy studied in the US, and has worked in many locations, including New York, Shanghai and Taipei. She brings with her more than 20 years of experience in areas such as consumer products, entertainment and marketing. This included a stint as Marketing Director for the Ogilvy Group. Yen has extensive expertise in areas such as brand integration and channel management.

In recent years, she has been providing consulting services to several companies. When asked



(左) 卡迪那薯條目前正在美國 Costco 銷售中。Cadina Crispy Fries at Costco in the United States. (右) 可樂果預計將於 2022 年在美國 Costco 上架。Pea Crackers expected to be on the shelves of Costco in the United States in 2022.



「最後一哩路」體驗行銷 開拓北美市場關鍵

站穩產品行銷的第一步後，接著就是鋪好消費者購買產品的「最後一哩路」，閻秋梅分析，北美消費者習慣購物前列出購物清單，不過根據統計，消費者最後購買的產品，有高達近七成並非來自最初的購物清單，而是屬於非計畫購買，也就是所謂的衝動購買（Impulse Purchase），而促使消費者購買的關鍵就是體驗行銷。

閻秋梅直言，即便各國通路在銷售上存在部分文化差異，但體驗行銷方式基本上全球通用，也就是在通路以提供試吃、試用等方式，讓消費者跨過「最後一哩路」，進而購買產品，而這也是過去她在奧美促動多年的經驗，因此，如何在通路激發消費者的購買慾，她相當有信心，即使近二年來，Covid-19 改變通路的體驗行銷模式，但仍可透過小包裝的試吃，繼續提供產品體驗給消費者。

"Last Mile" experiential marketing is a key to opening the North American market

After achieving success in building bridges to local consumers, the next critical step is to pave the "last mile," meaning to complete the stage where consumers actually purchase products. Yen noted studies showing that North American consumers are accustomed to making shopping lists before they shop. However, data also shows that about 70% of eventual purchases are not on the shopping list, and rather are due to unplanned impulse purchases. Thus, one key to motivating consumers to buy is through experiential marketing, attracting and connecting with the consumer during the store visit.

Yen said that even though countries have cultural differences, experiential marketing is basically universal and can be used in all markets. One good example is to provide areas in stores where consumers can be invited and taste and try a product. This is a good way to encourage consumers to cross the "last mile" and purchase a product. Yen has experience with this approach from her years with the Ogilvy Group. Even though Covid-19 has disrupted the experiential marketing model, Yen said that safe approaches can be accomplished by tastings using small secure packages.



(左) 將於加拿大最大亞洲超市 T&T 上架的味好美調味包。McCormick seasoning bags will be sold in Canada's largest Asian supermarket chain, T&T Supermarket. (右) 將於加拿大最大亞洲超市 T&T 上架的味好美香料系列。McCormick brand spices are to be sold in T&T Supermarket, Canada's largest Asian supermarket chain.



EAU 沐浴系列及 PAFUEE 沐浴系列。EAU body wash series and PAFUEE body wash series.

有品牌在地化生產 突破跨國銷售限制

不過，THL USA 在 2019 年成立不久就遇上疫情肆虐，北美市場受到的衝擊不小，雖近期全球都積極適應後疫情時代，北美通路部分開放試吃、試用等，但全球物流是目前最大挑戰，負責 THL USA 的出口專案副理李若盈 Ann 指出，貨櫃價格飆漲、一櫃難求是全球跨國銷售事業共同的難題，THL USA 積極為品牌尋求解決方案，並承擔被延長的物流時間成本風險，讓品牌端專注產品製造與研發，雙方在各自的專業領域相輔相成。

從長遠來看，THL USA 期待未來可以在北美市場在地生產、銷售，雖然短期觀察疫情趨緩時間無法預測，目前物流成本與時間風險也無法完全掌握，但全球市場趨勢因外在因素變動快速，因此最好的辦法就是開發欣臨自有品牌，突破跨國銷售的限制，直接在當地生產，不僅沒有國際物流、關稅限制，更可彈性調整符合當地消費者需求，以提升產品競爭力。

從美國市場需求對亞洲商品的觀察，冷凍食品、咖啡、面膜類、保健品等，成為進軍美國消費市場的試金石，可做為未來自由品牌開發的首要品項，乘著過去開發自有品牌產品的經驗，以及美國、台灣市場的跨文化經驗，閻秋梅有信心讓 THL USA 在北美快銷品市場更上一層樓。

Local production of own-brand products helps solve cross-border issues

While THL has experienced success in North America since its establishment in 2019, the arrival of the Covid pandemic soon after that has definitely presented many challenges. Through careful planning, experiential marketing is still possible. However, the greatest challenge at present is the disruption of the

global logistics chain. Ann Lee, Business Development Manager for THL USA, pointed out that soaring container prices and difficulty in finding containers are ubiquitous problems for global cross-border sales. She added that THL USA works tirelessly to find solutions for its customers, and assumes the risk of extended logistics time costs. In this way, clients can focus on R&D and manufacturing. Each side can complement the other, and focus on their respective strengths.

Although THL faces near-term challenges due to Covid that are difficult to predict, the company is optimistic about its ability to both make products in the North America and build a strong market position on the continent. Global market trends are clearly changing rapidly. THL has set a firm course for growth by moving to develop its own brands and finding new ways to break through the restrictions facing cross-border sales, in particular by establishing local production capabilities. Not only does local production remove the risks associated with international logistics and changing tariffs, but it also provides companies with enhanced flexibility in meeting local consumer needs and bolstering product competitiveness.

Wendy believes that key items for brand development will likely include frozen foods, coffee, facial masks, and health-related products. Based upon her years of experience in developing private-label products, and her cross-cultural experience in the US and Taiwan markets, Wendy is confident that THL USA is already well on its way in taking important steps forward in the diverse and fast-changing North American market. THL



製造歡樂 德國國寶 HARIBO Creating the Joy of Germany's Haribo Products

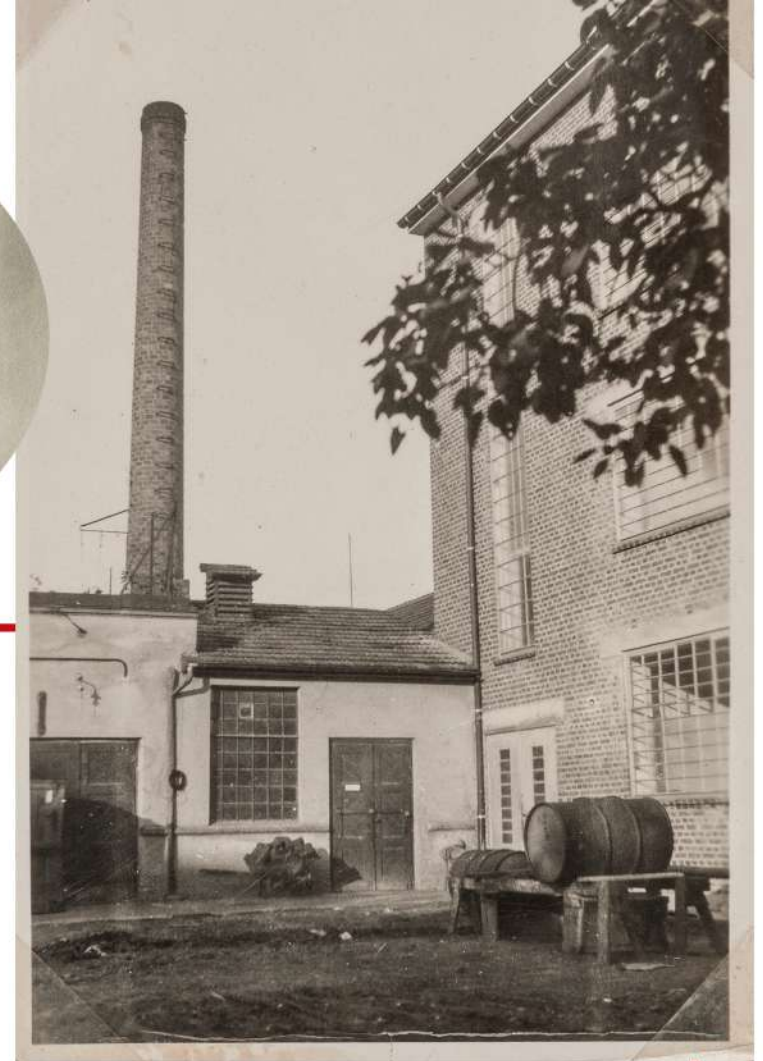
文 / 五觀藝術 圖片提供 / HARIBO、欣臨

歷經第二次世界大戰、近幾十年來全球多次發生的經濟危機，以及歐洲國家數次爆發狂牛症疫情，提取動物膠質製成的哈瑞寶小熊軟糖，如何在困難時刻，依然在國際市場上屹立不搖？

1960年代的 HARIBO 糖果球的包裝作業生產線



糖果製造商漢斯·瑞格兒 (Hans Riegel sr.) 創立了 HARIBO 哈瑞寶，讓小熊軟糖風靡全世界。



1920年12月13日，糖果製造商漢斯·瑞格兒創立了 HARIBO (哈瑞寶)，分別取自他的姓名與公司所在城市波昂的頭兩個字母 (HAns Riegel BOnn)，在一個只有一袋糖、一塊大理石板、一張凳子、一個爐、一個銅鍋和一把麵棍的小廚房裡開始生產糖果。妻子格特魯德 (Gertrud) 成為新公司的第一位員工。

小廚房大創新

1922年當時馬戲團的跳舞小熊表演受人們喜愛，漢斯打造出「跳舞熊」形狀的水果軟糖，可愛模樣與多種口味推出後大受歡迎，替哈瑞寶創出佳績，奠定了第一塊成功的基石。

第二塊基石出現在1925年，哈瑞寶從甘草根莖萃取出黑褐色黏性汁液，製成印有 HARIBO 字樣的甘草棒軟糖、甘草蝸牛軟糖，咀嚼時，唇齒芳香，甘草系列歷久不衰，至今仍在販售中，特別受到北歐人喜愛。

直到1960年跳舞小熊正式進化成為「金熊」Q軟糖 Golden Bears，每隻金色小熊約2公分高、約23克重，軟糖也因此改了新包裝，現在的經典款一包內共有六種口味，例如：綠色小熊是蘋果口味、白色小熊是鳳梨口味、紅色小熊是覆盆莓口味，黃色小熊是檸檬口味。在法國，哈瑞寶是以耐嚼的圓球糖 (Dragibus) 最受喜愛，而棉花糖系列小熊是土耳其最暢銷的產品。



1930年代位於德國波昂的 HARIBO 糖果工廠。



1922年打造出跳舞熊、1960年正式進化成為金熊Q軟糖，現在的經典款一包內共有六種口味。



陪伴想像力

形狀、顏色、口味和包裝的多樣化，是哈瑞寶創出佳績的重要關鍵。設計部門不間斷地保持創造力，順應時令、節慶、時事等來設計全新的圖形和類型，例如萬聖節推出蜘蛛、南瓜、幽靈造型軟糖，聖誕節推出雪人、鈴鐺造型 Q 軟糖；世界盃足球賽期間則發行德國國旗「黑、紅、黃」三原色軟糖；夏天有西瓜、芒果口味、秋冬季有薑汁檸檬口味；熱映電影獅子王真人版，動物造型的軟糖同步上市，且堅持於包裝上保留透明窗，讓消費者可看到所購買的糖果本身，更為安心。哈瑞寶進軍不同國家時，在口味偶爾會有些許變化，會考慮該國家的生活習慣改變包裝方式，比方說美國家庭習慣重量型的大包裝。

如今，每日生產約 1 億顆軟糖，銷售至全球遍及 100 多個國家，除了不添加人工色素，以及通過生產和供應鏈最高質量和安全標準的食品安全體系認證（FSSC 22000）之外，最重要的策略就是廣告。

哈瑞寶是德國最早打入電視廣告的公司之一。1960 年代開始有了電視，哈瑞寶意識到這項新傳媒重要力量和即將帶來的改變，於是 1962 年上了第一支廣告，樹立正面形象吸引大人小孩目光，廣告策略奏效，使得大家都能琅琅上口哈瑞寶廣告。

不僅在德語地區，全球代理商也使用相同旋律，配上押韻詞句精準定錨哈瑞寶品牌形象。哈瑞寶尤其珍視長期合作關係，1991 年起，德國著名電視主持人托馬斯·戈特沙爾克（Thomas Gottschalk）擔任廣告代言人長達 24 年，幾乎創下廣告史上代言關係最久的紀錄。



品牌意義與價值

自 1936 年以來，每年 10 月都舉辦一年一度的「栗子交換日」家庭活動。秋天是栗子、橡實成熟的季節，也是森林裡的動物儲備糧食準備過冬時節，小孩們會開始卯足了力去撿拾堅果，央請父母親開車送達總部大樓外，交換哈瑞寶軟糖，每 10 公斤栗子或每 5 公斤橡實交換 1 公斤水果軟糖，每人上限 50 公斤。

2019 年哈瑞寶共收到 145 噸栗子和 34 噸橡實，收集果實，分批在寒冬運進德國與奧地利的森林中，讓動物在雪地裡仍有食物可吃。這項獨特的活動，變成大型的家庭娛樂天堂，有充氣城堡、手工藝品、旋轉木馬等，當然少不了吉祥物「金熊」，在歡笑聲中傳遞了企業重視與自然和諧共生的理念，以家庭友善方式讓大人小孩都感到愉悅無限。

建立品牌忠誠度並不容易，乍看之下，多年來，相同代言人、相同產品和口味，其實都是經過深思熟慮、建立顧客忠誠的策略，也就是傳統。正因堅守傳統，使得哈瑞寶始終如一選擇獲得認證的優質原物料，消弭大家在狂牛症期間對使用豬皮提煉明膠的恐懼，成為值得信賴的經典。如今，小孩吃著祖父母從他們童年時期就熟悉的軟糖、參加相同的「栗子交換日」活動，可以說，是將共同的記憶傳遞給孫子女，創造更多的情感連結。

企業管理也很傳統。從一開始至今，集團一直是家族企業。第二次世界大戰使得原物料短缺，對經濟造成莫大影響，哈瑞寶也無可倖免，1945 年戰爭尚未結束，創始人老漢斯就逝世了，於是，由妻子在戰後短暫時間內代理管理職務，隔年小漢斯（Hans）和保羅（Paul）兄弟從母親手中接管公司，象徵新時代展開，小漢斯負責公司營運、行銷與銷售，保羅負責機械、技術與生產，兄弟同心，各司其職，戰後僅 5 年，公司從 30 名員工增長至 1,000 名。小漢斯的管理風格非常嚴謹，對市場變化有相當的敏感度與彈性，並且有個非比尋常的哲學就是從不向銀行借貸，保持獨立的商業模式。

100 年來，即使在困難時刻，民眾也可以負擔的起的銅板價格買到一包充滿幸福感的小熊軟糖。2013 年哈瑞寶被選為德國最值得信賴的糖果品牌，一年的生產量排列起來有 160,306 公里，相當於環繞地球四圈。金熊 Q 軟糖，袋裡裝載著誘惑和傳奇，精準的經營策略無疑成功地成為全球糖果市場的領導品牌。T.M.L.

喝一杯立頓好茶，為生活帶來滿滿的幸福感！



茶飲新風潮 立頓

The Tea market

New Trends Creating New Opportunities

文·攝影/陳雅雯 圖/立頓



立頓經典黃牌紅茶。

近年歐美年輕人愛茶的風氣高漲，而台灣茶飲市場更是兵家必爭之地，並吹起「時尚輕養生」的茶飲新風潮。聯合利華集團 Unilever 看準風潮，成立全新的茶事業體益科特 Ekaterra 茶葉公司，並且與欣臨合作總經銷旗下經典品牌立頓 Lipton 茶品，透過雙方深化合作，拓展台灣市場更大的可能性。

立頓是台灣相當熟悉的茶品牌，不管是立頓黃牌紅茶、茗閒情台灣茶、立頓沖泡式奶茶、立頓豆奶紅茶，甚至近年推出以養生風潮為訴求的立頓花草茶系列，立頓對產品創新求變的研發精神，對全球化品牌行銷策略遠見，在國際市場一向擁有舉足輕重的地位。

欣臨集團擁有多元豐富的零售及餐飲通路事業群，加上長期代理英國皇室精品茶的專業行銷經驗，代理行銷版圖再次擴展，接下英國百年經典品牌立頓的在臺灣市場拓展任務。

茶飲市場百花齊放 茶金旋風即將再起

台灣聯合利華茶葉股份有限公司商務經理楊尚融 Shawn 分析，隨著現代人身心靈的提升，對永續生活潮流的嚮往，天然無糖的軟性飲料市場需求激增，近年歐美也掀起養生茶飲風潮，喝茶風潮逐漸取代咖啡黑金潮，「茶金」將成為未來全球的重要商機。

台灣年輕人愛喝茶，手搖茶飲市場百花齊放，但市售手搖飲店的茶葉，若無法標示其茶葉來源，製程及品質安全很難讓消費者安心，這也正是立頓在餐飲

通路的行銷優勢之一，擁有國際品牌力及親民的價位，乘著這股「茶時尚」潮流趨勢，茶金旋風即將再起！

聯合利華集團是全球最大消費品公司，旗下的子公司立頓，是目前世界上知名度最高、規模最大的茶企公司。看準這股茶金風潮，聯合利華也成立全新茶事業體「益科特 (Ekaterra) 茶葉公司」，將立頓等四個茶飲品牌，從聯合利華將獨立出來，希望注入更多的品牌力及行銷動能，並藉由欣臨集團的綜效整合能力，擴大立頓在台灣茶飲市場上的廣度與深度。

立頓熱泡茶產品有三大板塊。西茶部分，包含全球知名的立頓經典黃牌紅茶、以歐洲進口花草搭配台灣研發配方的立頓花草茶系列；以三角立體茶包為主台灣茶茗閒情系列，包含經典台灣茶、台灣茗茶系列，均採用 100% 台灣茶，並且是台灣第一個供應雨林聯盟認證茶葉的茶包品牌；立頓沖泡式奶茶系列，則包含經典風味奶茶、絕品醇系列奶茶及立頓豆奶紅茶。

其中立頓經典黃牌紅茶原料，雖是採購自不同國家茶葉，但卻非常要求茶葉的統一品質，以確保世界各地的消費者在各個季節買到的產品，都是統一口感與品質。不僅如此，所有立頓熱泡茶產品，在茶葉安全檢驗把關要求非常嚴苛，務求讓消費者喝茶時，可以喝得安全又放心。



立頓花草茶系列美顏茶。



立頓花草茶系列清衡茶。



立頓花草茶系列靜寧茶。

“

「欣臨要讓台灣消費者，不用出國，也能享受到世界各地好茶。讓喝茶，在台灣，是一種享受，更是一種幸福！」

~欣臨集團天工生技總監

劉丹筠 Jill ”





立頓茗開情系列，均採用 100% 台灣茶。

策略性品牌推廣 讓喝茶是一種幸福享受

欣臨集團天工生技總監劉丹筠 Jill 分析，立頓在零售通路一向很高的能見度，但台灣真正大宗消費族群，是喝手搖飲的年輕人市場，不同通路，對茶葉有不同的需求，「我們深刻體會到立頓的好，希望藉由過去在精品茶飲的豐富操作經驗，開拓立頓在手搖飲市場品牌力，譬如做聯名茶飲等策略性的品牌推廣活動，讓更多消費者可以持續喝到高品質好茶。」

欣臨旗下代理了英國皇室精品茶，現在又加入世界上知名度最高、國際品牌形象非常親民的立頓，「欣臨要讓台灣消費者，不出國也能享受到世界各地好茶。讓喝茶，在台灣，是一種享受，更是一種幸福！」劉丹筠說。

楊尚融也認為，喝茶是一種生活態度與日常文化的展現，益科特 (Ekaterra) 想要帶給消費者的是，一種親切的陪伴與存在。在與朋友家人相聚的時光中、後疫情時代居家工作時，甚至是自己與自己的獨處時，它都可以是一種舒心、療癒的陪伴與存在。

他也進一步將這樣的「親切」概念，延伸詮釋在面對合作夥伴的關係上，不管是對消費者、原廠，或是供應商，楊尚融都希望透過彼此攜手合作與友誼陪伴，產生更多的信任、舒適感，並帶來生活的幸福感！



立頓原味減糖奶茶可調製各種風味茶飲。



立頓絕品醇日式抹茶歐蕾。



立頓原味奶茶。



聊起與聯合利華及楊尚融的合作過程，劉丹筠開心表示，雙方對於高品質要求及市場願景的共識度很高，劉丹筠：「Shawn 是一位對工作充滿熱忱的人，看市場可能性的態度也非常 Open。」如此契合的夥伴關係，更能有創意空間去發揮，擴展出更大的茶飲市場版圖。

楊尚融則表示，益科特 Ekaterra 是聯合利華全新事業體，希望充滿活力與消費者做溝通，以迎接市場的各種挑戰，而欣臨也如此，「我對欣臨團隊印象就是充滿熱情與活力，這股強大魅力，感染了原廠，也能傳遞到消費者手上，在瞬息多變的快銷品市場取得好成果。」他說。

楊尚融非常期待與欣臨的合作，甚至用《超人特攻隊》家族力量來形容這次的合作感想，「欣臨就像超人特攻隊裡的爸爸媽媽，力氣很大、彈性很強，在照顧這個品牌，大家一起用各自的超人專業能力，共同灌注立頓身上。尤其餐飲策劃本來就是欣臨的強項，我們就像是站在巨人肩膀上，而且雙方都是巨人，是完美的 perfect match 合作夥伴。」楊尚融也期盼透過雙方深化合作，能持續穩步大力邁進，以拓展更大市場的可能性。THL

“

「隨著現代人身心靈的提升，對永續生活潮流的嚮往，天然無糖的軟性飲料市場需求激增，近年歐美也掀起養生茶飲風潮，喝茶風潮逐漸取代咖啡黑金潮，『茶金』將成為未來全球的重要商機。」

~台灣聯合利華茶葉股份有限公司商務經理

楊尚融 Shawn ”

滿足饕客創新跨界 李錦記 XO 醬叉燒包

欣臨在台灣深耕超過一甲子，隨時掌握新世代消費市場脈動。受疫情影響，消費者無法出國大啖美食，後疫情時代，消費者的飲食習慣也逐漸改變。欣臨掌握瞬息萬變的商機，跳脫消費者對於傳統老字號刻板印象，旗下代理的品牌「李錦記」，一起攜手奇美食品，創新跨界合作、活化老品牌的生命力。

百年醬料專家李錦記，結合以「大燒包」聞名、隸屬於奇美集團旗下的「奇美食品」，經過無數次的研發測試調整、食品衛生與安全嚴格要求把關，將起源自香港的高級綜合調味料「XO 醬」，結合經典港式包子，聯名推出「李錦記 XO 醬叉燒包」。

欣臨堅持給顧客最好的品質，讓美味帶來幸福。獨家壓延工法，李錦記 XO 醬叉燒包，一體成型，口感細緻綿密 Q 軟，且方便保存，簡單加熱即可食用，讓更多饕客可隨時在家安心享用，是後疫情時代最佳的銷魂港式經典點心。



傳承德國百年技術 漢高 值得您信賴的洗滌清潔專家

THL 與漢高台灣家用品部門合作，代理 Henkel Home Care 台灣部分通路經銷。漢高公司成功的基石，緣起於衣物洗滌劑及家用品部門。1876 年，弗裡茲·漢高先生於德國阿亨成立一家名為「Henkel & Cie」的公司，旗下第一項產品就是以矽酸鈉為基礎的「全效能衣物洗滌劑」。

衣物洗滌劑及家用品部門的事業大幅成長，並發展成許多全球知名品牌，Persil 寶滢是衣物洗滌劑專家，可深入衣物纖維洗淨，讓洗後衣物極致乾淨。近期，為符合當下消費者需求，Persil 寶滢把重點放在結合高效能與便利性，並透過努力，Persil 寶滢再次成功推出雙效洗衣膠囊。

Pril 於 1951 年首度推出，時至今日一直是德國第一名手洗洗碗精。Combat 威滅餌劑和凝膠，能有效消滅螞蟻與蟑螂於其巢穴。Bref 妙力是歐洲 No.1 浴廁清潔品牌，50 年來持續不斷開發許多高品質浴廁清潔用品。欣臨將持續致力為漢高拓展台灣家用品市場。

CAMPARI GROUP



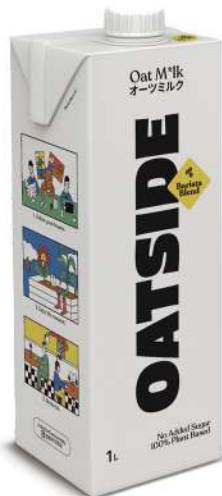
TOASTING TOASTING
LIFE LIFE
TOGETHER TOGETHER
TOASTING TOASTING
LIFE LIFE
TOGETHER TOGETHER

未滿十八歲禁止飲酒 禁止酒駕



欣臨代理新品牌 Outside 燕麥奶 簡單自然原味無負擔

欣臨集團於 2022 年開始代理新品牌 Outside 燕麥奶，用最先進的研發和生產科技，Outside 採用了澳洲燕麥，加上獨特的烘烤技術，讓燕麥奶散發出最香的天然燕麥香氣，加上飽滿的濃郁感，搭配咖啡或茶，都可以讓風味更上一層。Outside 燕麥奶為國際飲食趨勢 Clean Label 潔淨標章認證商品，成分簡單自然原味無負擔。完全採用植物原料製作的食品，近期的市場開拓也值得期待，例如植物肉、植物奶，植物起司...等，這類食品除了能讓飲食更健康，更能減少碳排放，降低地球能源消耗與負擔，將是食品市場新趨勢。



全自動咖啡機 De'Longhi 融合義大利傳統與新時代美學

秉持帶給消費者 Better Everyday 的理念，De'Longhi 於 1974 年成立於義大利，並於 2004 年正式投入全自動咖啡機領域，透過不斷地研發設計與獨特經營哲學，將義大利傳統風格與新時代美學融合，一步步邁向全球，至今已發展 30 多間直營子公司，供應至全世界 120 多國家，並榮獲紅點設計獎、IF 產品設計獎、PLUS X AWARD 等多項大獎的肯定，為全球咖啡機、家電的領導品牌。

欣新網於 2021 年 11 月開始經營 De'Longhi 的 momo、PChome、Yahoo 三電商平台，官網也將於 2022 年 1 月開館販售。2021 年 11 月首月販售比去年同期業績增長超過 1.5 倍，以商談獲得各站內曝光，並搭配成效型廣告投放達成此優異表現。在後疫情時代，高品質家電需求漸增，透過銷售平台與自架官網數據，以充分了解消費者行為，創造需求及品牌能見度，致力成為市場領導者。



無可取代的你

台塩 海洋鹼性離子水



台塩生技
TAIYEN

全人健康新主義 From Salt to Wellness

www.tybio.com.tw 消費者服務專線 0800-230 990



立頓花草茶

放鬆 做自己就很好

0% 咖啡因、人工香料



清衡茶



美顏茶



靜寧茶