

The Silk Initiative's Mid-Year Trend Spotter Report

June 2018

Staying Relevant
in a Changing China



the **silk**
initiative

絲 翼 | 中 國

It's no secret China has quite a few mouths to feed. Although slowing, Pew Research projects an additional 25 million Chinese by 2050. Add to this an additional 800 million new Chinese middle class over the next several decades. These numbers point to an inflection point where demand will outpace production. Innovation will be key to combat this.

Savvy multinational companies have already found ways to be first past the post. This is especially true of companies from countries considered “clean and green.” Provenance, safety, and transparency are all inherently built into these brands in the mind of the Chinese consumer.

But, not for long.

As domestic competition heats up, foreign firms will have no time to rest on their laurels. While a clean and green history might work today, by 2025 it may be obsolete. That means it's critical for foreign agricultural companies to embrace innovation beyond current Government targets to stay relevant.

With China, companies often get stuck on the massive numbers of consumers as a cash cow. Beyond the financial potential, though, there are real implications on the future market. Agriculture, food production, and provision are the most telling example of this. It's truly incumbent on companies, especially those with knowledge and resources, to address these critical issues today. If not, that cash cow they're all looking towards today will be withered and gone before they know it.

In this trend's report, we highlight some of the most critical issues companies need to be aware of to stay relevant in a changing China.

Andrew Kuiler,
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中国市场需求之大已经不是什么秘密了。尽管增速放缓，皮尤研究中心预计到2050年中国将增加2500万人口。再加上未来几十年新增的8亿中国中产阶级。这些数字表明这是需求将超过生产速度的一个转折点。创新将是解决这一问题的关键。

精明的跨国公司已经率先找到了解决这一问题的方法。特别是那些来自被认为是干净和绿色的国家的公司来说尤其如此。在中国消费者的心目中，原产地、安全和透明度都是这些品牌与生俱来的优势。

但是,这不会持续太久。

随着国内竞争的加剧，外国公司将没有时间来满足自己之前所获得的荣誉。虽然干净和绿色的历史可能今天起作用，但到2025年，它可能就已经过时了。这意味着，对于外国企业来说，采取创新超方法越当前政府目标，并保持与市场相关性是至关重要的。

说到中国市场，企业往往将大量的消费者视为摇钱树。然而，除了消费能力带来的盈利机会外，更重要的是了解和适应未来市场的重要意义。农业、食品生产和供应就是最具代表性的例子。这是当今企业，尤其是那些拥有知识和资源的公司当下必需解决的关键问题。如果没有，他们今天所依赖的消费者将会在他们意识到这问题之前就已转身离开。

在这一趋势报告中，我们强调了一些公司需要意识到的最关键的问题，以便在不断变化的中国保持相关性。

Game Changers 游戏改变者

The Biggest Things Shaking up China's F&B Scene
撼动中国F&B行业最重要的玩家

#1 Data

In a highly competitive F&B scene, restaurants are turning to big data as a way to differentiate themselves. From La Cesar's durian pizza, to a quantitatively perfect rou jia mo, online sentiment, offline trends, and consumer feedback are all playing a part in developing menus. IBM has even developed software to create recipes customized from just a few data points. Sophisticated scrapping tools are keeping up with the most viral flavour profiles, enabling savvy restaurateurs to snatch up customers weeks before the competition. Once through the door, continuous innovation based on taste preferences keeps them coming back.

It's not just local restaurants using data, either. Major multinational chains, like McDonalds, are employing big data to improve transparency and food safety in the supply chain, as well as monitor the operational efficiency of individual outlets.

#1 数据

在竞争白热化的F&B行业，餐厅正在奔向大数据，将其作为差异化竞争的手段。从La Cesar 的榴莲披萨到比例完美的肉夹馍；从线上人气到线下趋势，消费者的反馈正在参与到菜单研发的环节中。IBM甚至开发了软件，可以从几个数据点创建定制的菜谱。又比如一些可以抓取当下最流行网红口味的数据工具，让精明的餐厅老板在竞争开始的前几周就赢得了顾客。一旦优势形成，基于口味偏好的持续创新会让现有消费者成为回头客。

利用数据的不只是地方餐厅，还有跨国行业巨头。麦当劳通过大数据来提升供应链的透明度和食品安全，也为各门店打造更高效的运营。



#2 Luckin Coffee

Seemingly overnight, little blue cups of coffee have been popping up across China. Likened to Starbucks' most formidable adversary, Luckin Coffee has managed to open nearly 500 stores since launching in November. By comparison, it took Costa Coffee 12 years to do the same thing! Their strategy targets office workers through celebrity endorsements, ease of access, and viral marketing. A standalone app collects data as a means of improving user experience and operations.

The jury's still out on if this is a sustainable strategy. CEO Qian Zhiya wants to see all Chinese turn to a morning cup of coffee. In a brand obsessed, coffee agnostic market, the question is whether they'll just really want a cup of Starbucks instead.

#2 瑞幸咖啡

似乎一夜之间，“小蓝杯”突然遍布中国。与星巴克这个最可怕对手相比，瑞幸咖啡自去年11月推出以来，已经成功开设了近500家门店。相比之下，Costa咖啡花了12年时间才完成了这一任务！他们的战略目标是通过名人代言、快捷外卖形式和病毒式营销针对办公室白领进行精准营销。使用一个独立的app应用程序收集数据，改善用户体验和运营。

这是否是一项可持续的战略，目前还没有定论。首席执行官钱治亚希望看到所有中国人都能在早晨喝一杯咖啡。在这个痴迷于品牌光环，但对咖啡本身并不了解的中国市场，关键的问题在于：他们是真的想要一杯咖啡，还是只是想要一杯星巴克咖啡。



#3 Kuai Di

Yes, we know food delivery services have been everywhere in China for a while. The industry took in nearly US\$37 billion last year and grew by 23%. They add a level of convenience for consumers unheard of only a few years ago. What we're seeing now, though, are some very negative unintended consequences.

A recent post-lunch TSI trip to Dairy Queen showed the impact kuai di are having on customer experience. The small outlet only had a couple customers, but yet orders were taking nearly 20 minutes to complete. Why? The staff were busy servicing dozens of online orders. Delivery guys were racing in and out of the store while a skeleton crew tried to keep up. Capacity hadn't kept up with demand. The result were puzzled and aggravated customers.

Food suppliers are also under the gun. Potato producers, for example, are testing new products that can keep up with the demands of delivery. A key battle right now is in developing fries that can keep their crunch against long wait times, humid packaging conditions, and a likely very bumpy ride.

Much like shared bikes before them, kuai di services are now at a critical point where oversupply is affecting available infrastructure. Demand is certainly still there. How will QSR outlets, their suppliers, and customers cope?

#3 外卖

是的，我们都知道外卖服务遍布中国已经好一段时间了。该行业去年的收入接近370亿美元，增长达到23%。它给消费者带来了极大的便利，并且这在几年前是不可想象的。然而，我们现在看到的是一些非常消极的意想不到的后果。



TSI最近的一次公司午餐后去了Dairy Queen，我们看到了快递行业对顾客体验的影响。这个小店只有几个顾客，但在这里完成一个订单却需要将近20分钟。为什么？店员们忙着应接几十个线上订单，送货员在商店里跑来跑去，另外几个工作人员还没适应这种节奏。这就是产能没有跟上需求，导致顾客感到又困惑又恼火。

食品供应商也承受着巨大的压力。例如这样的土豆生产商正在测试新产品来适应由快递引发的需求与挑战。目前它们正在为薯条开发一种可以长时间储存、可抵御潮湿的包装，还能保证薯条在经历了颠簸的运输环节后口感依旧酥脆。

就像在发生他们之前的共享单车一样，外卖行业正处于一个临界点：市场的供应过剩正在影响有限的基础设施。需求肯定会持续，但快餐店、餐饮供应商甚至消费者本身又将如何应对这一临界点呢？

Fiending for Fitness

Shanghai used to only have a couple major chain gyms, but now it seems everyone wants to cash in on a trend we saw emerging about a year ago. Health and wellness, especially physical activity, has taken the country by storm. As China continues to grapple with expanding waistlines and poor nutritional understanding, the other end of the spectrum is growing by leaps and bounds. In fact, 76% of urban Chinese now say they participate in sports or other physical activities compared to about 56% in the United States. The number attending gyms alone has increased by 4 to 5 million people annually since 2011.

Driving this change in activity levels is a desire for improving overall well being. That means it's not just the physical infrastructure, but also all the other bells and whistles associated with a healthy lifestyle, that stand to benefit from this fitness frenzy. Where this is most apparent is in what consumers eat and drink.

According to the China Health Care Association, annual health food sales in China are at around RMB200 billion (US\$31 billion). This includes organic foods, where China has grown to become one of the top four organic markets worldwide. As we reported a few weeks ago, dietary and nutritional supplements are also on the rise. Nearly half of all urban consumers purchase some form of nutritional supplement, contributing to the RMB100 billion (US\$15 billion) market. In the drink sector, Forbes reports nearly

90% of Chinese consumers now drink some form of plant-based beverage – juices, soybeans, or grains. In Shanghai, for example, the HeyJuice brand of fresh juice stores have grown exponentially. They have even received investment from Chinese megastar Angelababy.

Where, then, can foreign food and beverage brands best leverage fitness trends for big wins in China? It's critical to look at what consumers are paying attention to.

- First are labels. Rather than reading lengthy, confusing nutritional tables, Chinese consumers gravitate towards symbols and concise claims.
- Next, Chinese consumers care most about the additives, preservatives, provenance, and sugar content of products. Providing clear information on these health claims can go a long way in building consumer trust.
- Lastly, men view nutrition differently than women. Men care more about additives and preservatives, as well as genetically-modified content. Women, on the other hand, focus on fat content, sugars, and sodium.

The fitness craze is receiving a big push from the central Government as well through its Healthy China 2030 Plan. Fitness industry leaders also want to have half a billion Chinese up and active by 2025. Combined, this means healthy lifestyles are less likely to be just a passing fad, and more a sign of a modernizing China.



全民健身热



全民健身热

以前上海还只有一些大型的连锁健身中心，但从一年前起健身逐渐流行起来，好像每个人都在追赶这波健身热潮。事实上，对健康的渴望，尤其是健身美体，目前已经席卷了整个中国。中国一直在积极应对国民健康问题，应对日益富态又缺乏营养常识的民众，但现在从民众自身这一端来看，进展神速。事实上，目前近八成（百分之七十六）的中国都市消费者表示自己平时有运动和健身行为，而这一比重在美国是百分之五十六。另外，从2011年起，每年增长了四至五百万独自去健身房健身的消费者。

这项全民健身热的驱动力，是对于改善自身整体健康状况的渴望。这样的渴望与驱动力意味着商业机会，不仅仅针对健身器材和健身设施，还发生在一系列与健康生活方式相关的方方面面，这些行业势必在这项全民热潮中获益，其中最明显的就是餐饮行业。

来自中国保健协会的数据表示，中国每年健康食品的销量在二千亿人民币左右（折合美元三百一十亿）。这类健康食品包括有机食品，现在中国已经跻身全球第四大有机食品消费国。几个星期前我们有报道——膳食和营养补充类保健品势头正盛。近半数的中国城市消费者购买过保健品，该品类的市场销量由此达到一千亿人民币（折合美元一百五十亿）。饮品行业也表现不凡，福布斯报道显示现在近九成的中国消费者在饮用含植物成分的饮品，如果汁、大豆饮品和谷物类饮品。位于上海的鲜榨果汁品牌茶桔便（Hey Juice）市场发展迅猛，甚至获得了流量花旦Angelababy的融资意向。

那来自海外的食品饮料品牌如何才能从这一全民热潮中获得巨大收益呢？

关键要从消费者关心的方面入手。

- 第一点是商标。中国消费者厌烦阅读冗长的，令人费解的营养成分表，更容易吸引他们的是简洁明了的品牌标志和产品宣言。
- 第二点是添加剂，这是中国消费者最关心的；他们还关心产品是否有防腐剂，产地何处，含糖量如何。为这些消费者提供明确的、像以上这些与健康有关的产品宣言和信息能够帮助品牌取得更长远的信任。
- 最后一点，男性和女性消费者看待“营养”的角度是不同的。男性消费者更关心产品是否含添加剂、防腐剂以及转基因成分，而女性则更关注产品的脂肪、糖和钠含量。

这场全民健身热的背后还有中央政府的大力支持，通过已经发布的《“健康中国2030”规划纲要》进一步落实。另外还有来自健身行业的助推，行业领跑者想要在2025年之前让近五亿中国消费者“动”起来。

既然政府和企业双管齐下，那这场健康生活方式的潮流很可能不会昙花一现。同时，这场健康生活方式也标志着，一个越来越现代化的中国。

Four Years on from the OSI Scandal

Any doubt as to the importance of workers in the food and beverage supply chain was put to rest back in 2014. It was then Shanghai branches of U.S. food supplier OSI Group became household names throughout China and in much of the industry. OSI supplies products for major restaurant chains including McDonalds, KFC, and Pizza Hut. Their rise to stardom, though, was for all the wrong reasons.

In July of that year, an investigative journalist videotaped conditions within the supplier factory, focusing on worker behavior. Employees were found to be improperly handling products, picking food up off the ground and returning it to the line, and re-labelling expired meat. Eventually, investigators found over 4,300 cases of meat with forged dates. All of this sent shockwaves through the retail restaurant industry.

By September, all but one major fast food chain had cut ties with OSI. The damage, however, was already done. Restaurants throughout greater China and Japan stopped the sale of chicken products, severely impacting bottom lines, and consumer trust became fragile at best. OSI began losing millions of dollars a day in revenue. Within a year, senior executives at the company cited total losses close to US\$1 billion, ten local employees received undisclosed prison sentences in 2016, and officials deported OSI's general manager in China.

What Can We Learn?

Whether you're a major conglomerate or individual operator, having a food retail business in China means working with Chinese suppliers. That translates to the potential for an

OSI scandal hitting a little too close to home. What can your business do today to shield itself from this worst-case scenario?

- Know your suppliers. Don't assume everything is alright just because you haven't heard anything wrong. Be proactive and make the supplier relationship one of partnership over dictation. That includes taking the necessary steps to upskill workers when needed.
- Bigger isn't better. Prior to its fall, OSI invested close to US\$400 million in expanding its China operations. They had all the latest protocols and systems in place, but forgot about the workers themselves. When scaling, make sure you do so in a sustainable way.
- Check your arrogance at the door. The latest casualty of China's food safety vigilance was Shanghai bakery Farine. A disgruntled employee videotaped the use of expired flour. The general consensus among the F&B community was that owners felt they would never be caught. China is no longer a lawless wild west. Now, regulations are more than just words on paper.

Having the right approach to food safety starts and ends with your workers. When they are trained well, have the right encouragement, and open lines of communication to management then you have a recipe for success. As we have seen in the OSI case, however, this trifecta is rarely given the importance it deserves.

福喜丑闻发生至今已过去了四年

如果人们对食品和饮料供应链是否应当重视工人这个问题抱有任何怀疑的话，那么这怀疑在2014年就应当结束。当时，美国食品供应商福喜集团在上海的分支机构在中国和整个行业都成为了家喻户晓的品牌。福喜为包括麦当劳、肯德基和必胜客在内的大型连锁餐厅供应产品。然而，他们的成名是出于各种错误的原因。

在那一年的7月，一名调查记者拍摄了供应商工厂内部的情况，重点放在了工人的行为举止上。员工被发现不恰当地处理产品，从地上捡起食品，然后又把食品放回到生产线上，并给过期的肉重新贴标。最终，调查人员发现了超过4300盒有伪造日期的肉。所有这些都给零售餐饮业带来了冲击。

到了9月，除了一家主要的快餐连锁店，几乎所有的快餐连锁店都与福喜断绝了联系。然而，损害已经成为了事实，无法避免。中国和日本的餐厅停止了鸡肉产品的销售，严重影响了利润，消费者的信任也变得脆弱。福喜开始每天损失数百万美元的收入。该公司的高管们表示，在不到一年的时间里，总损失接近10亿美元，10名当地员工在2016年获刑，福喜在中国的总经理被驱逐出境。

我们能学到什么？

无论你是一家大型企业集团还是个体经营者，在中国拥有食品零售业务意味着将与中国供应商合作。这就意味着，福喜的丑闻可能离你并不遥远。你的企业今天能做些什么来保护自己不受到这种最坏的情况影响？

- 知道你的供应商。不要只是因为你没有听到任何错误就以为一切都好。你需要更为积极主动，把供应商关系发展成为一种伙伴关系。这包括在需要的时候采取必要的步骤来培训提升工人的技能。
- 更大并不意味着更好。在名誉下跌之前，福喜投资了近4亿美元，扩大了在华业务。他们拥有所有最新的协议和系统，但却忘记了工人这一环节。在扩展业务时，确保你以一种可持续的方式来实现这一点。
- 放下你的傲慢。中国食品安全警醒的最新受害者是上海面包店Farine。一名心怀不满的员工录下了过期面粉的使用情况。F&B行业的普遍共识是，业主们觉得他们永远不会被抓住。中国不再是一个无法律约束的西部荒野。现在，监管不仅仅是纸上谈兵。

对食品安全采取正确的方法，关键在于你的工人。当他们被很好的培训，有正确的鼓励，并与管理层敞开沟通的渠道，那么你就有了成功的秘诀。然而，正如我们在福喜的案例中所看到的，这三件最重要的事情很少被赋予它应有的重要性。



SIAL 2018

游戏改变者

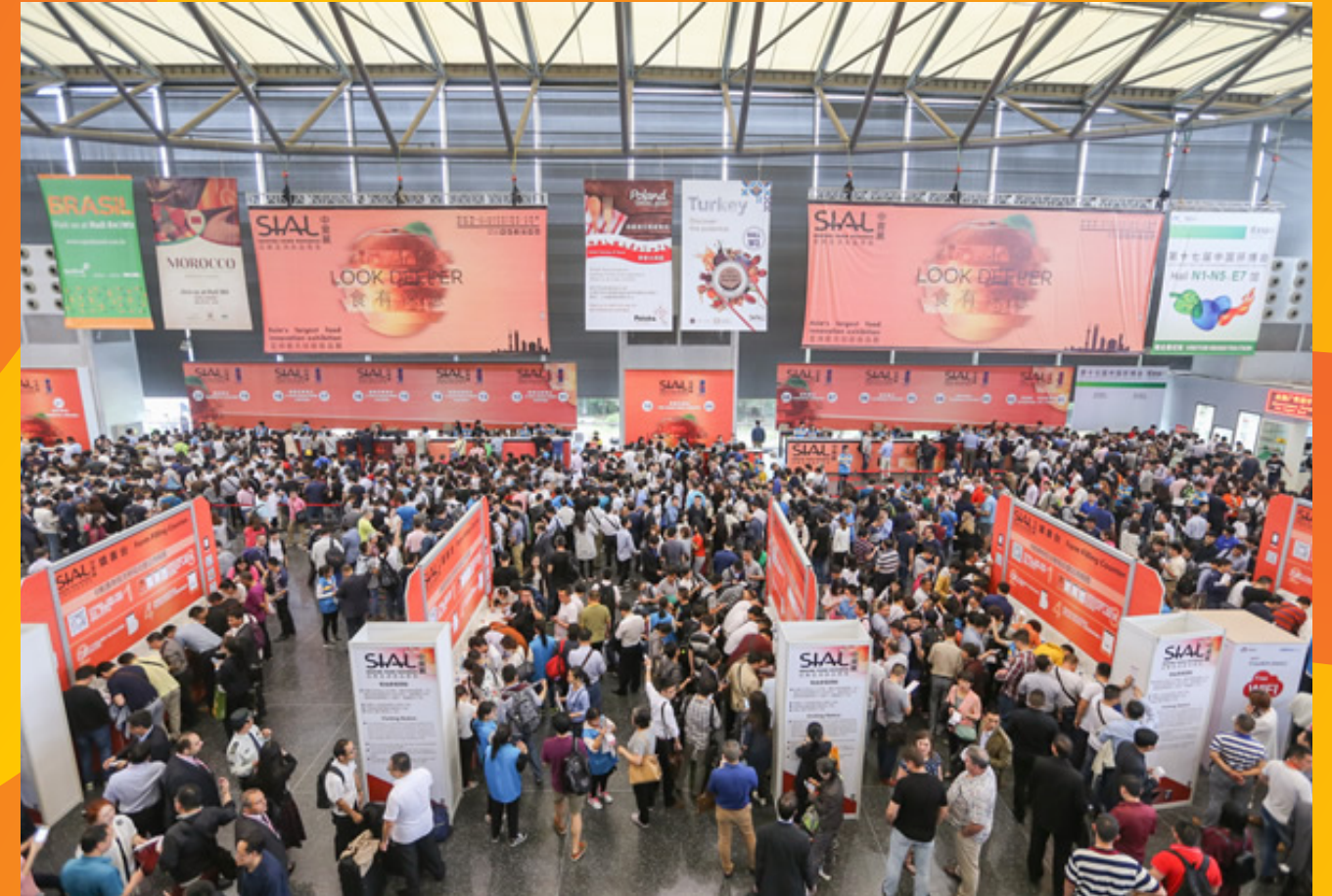
You Should Have Brought Your A-Game
带上你的最佳状态

If you're in the food and beverage business, SIAL China is like Christmas, New Year, and your best friend's wedding all rolled into one. Billed as Asia's largest food innovation forum, and the fourth largest food show in the world, this year welcomed 3,400 exhibitors from 67 countries, with over 110,000 visitors. As in years past, rows and rows of goods filled the 14 massive airline hangars of the expo site. On our visits to the site, and conversations with delegations from all over the world, one thing was especially different this year.

We started to notice this back in January as delegations from the U.S., Canada, and Australia all began to ring us. Each was organizing separate events, normal for SIAL. The difference this time was in the preparation, breadth, and size of the delegations. In short, competition was heating up – delegations were getting bigger, they were better funded, and professionally organized. SIAL was evolving from a local, distributor-driven trade show to a forum highly influenced by governments, industry associations, and public

policy. Over the next several months, The Silk Initiative worked with the trade representatives of these and other countries to prepare them for SIAL. On the ground here in Shanghai last week, we continued to provide insight to delegations through pre-briefings on the China market and positioning businesses to succeed.

It was clear to us these groups were bringing their A-game to SIAL. Yet, this may have caught most visitors, distributors, and exhibitors by surprise. Far too many were still using the outmoded distributor model, ignorant of the fire nipping their heels. Even fewer were taking their time in China to ask the critical questions any business needs to understand. The most important of these being whether or not they should even be thinking about China. Most continue to opt, instead, to forego their homework, find a distributor, and overzealously jump right in to a market that might not even need them. While that sort of crap shoot might work in Vegas, it's unlikely to find any winners here.



如果你在食品和饮料行业，中食展SIAL China就像圣诞节，新年和你最好的朋友的婚礼加起来那样重要。被誉为亚洲最大的食品创新论坛，也是世界第四大美食展，今年迎来自67个国家的3400家参展商，参观者超过了110,000名。就像在过去的几年里，一排排的货物充斥着世博园区的14个大型航空机库。在我们参加这个展会的过程中，并在与来自世界各地的代表团的谈话中，我们发现有一件事在今年特别不同。

今年1月来，我们开始注意到这一点，来自美国，加拿大和澳大利亚的代表团都开始给我们打电话。每个代表团都在组织独立的活动，这对SIAL来说是非常正常的。这次的不同之处更多的体现在代表团的准备程度、广度和规模上。简而言之，竞争正在升温，代表团的规模越来越大，他们得到了更好的资金支持，并且有了专业的组织。SIAL从一个地方的、

由分销商驱动的贸易展发展到一个受到政府、行业协会和公共政策影响很大的论坛。在接下来的几个月里，The Silk Initiative与这些国家和其他国家的贸易代表合作，为SIAL做准备。上周在上海我们继续通过对中国市场的介绍和企业的定位，为各国代表团提供深入的洞察了解。

我们很清楚，这些代表团都是带着最佳状态来参加中食展SIAL的。然而，这可能会让大多数参观者、分销商和参展商感到意外。仍然有太多的企业仍在使用过时的经销商模式，却忽略了潜在的危机。很少有企业在中国花时间去询问任何他们需要理解的关键问题。在这些问题中最重要的是他们是否应该考虑中国市场。大多企业继续选择忽略他们自己该完成的家庭作业，而只是找一个分销商，然后狂热地跳到一个甚至不需要他们的市场。虽然这种有风险的事在拉斯维加斯可能行得通，但在这里却不太可能找到赢家。



Lessons from a Month on the Road

“New Zealand is on the cusp of an amazing opportunity to sell into China, big. The question is how to get started.” says Joel Bacall.

Chinese consumers are turning to New Zealand in droves, but kiwi SMEs are having a hard time making heads or tails of what to do. Since this is relatively uncharted territory, it's going to take many iterations of trial, error, and learning to get right. For those NZ businesses ready to make the leap, getting started on the right foot is going to be critical.

“新西兰即将迎来一个向中国销售的绝佳的机会。问题是如何开始。” Joel Bacall。

中国消费者正成群地转向新西兰的产品，但新西兰的中小企业确不知道该怎么办。由于这是一个相对未知的领域，它将会经历多次反复的尝试、错误和学习纠错。对于那些准备跃跃欲试的新西兰企业来说，一个正确的开始将是至关重要的。

Andrew Cameron notes “Aussie brands are going to have to try harder to differentiate themselves among an increasingly competitive peer set.”

In the past, consumers viewed brand Australia as clean, trustworthy, and green. While that's still the case, they're not the only kid on the block anymore. What was once unique messaging is now very similar to things coming out of places like New Zealand and Scandinavia. When it comes to the Chinese market, Australian companies are going to find a better way to differentiate from competitors and relate to consumers.

TSI 的Andrew Cameron指出，“澳大利亚的品牌将不得不更加努力地让自己在竞争日益激烈的同行中脱颖而出。”

在过去，消费者认为澳大利亚品牌是干净无污染的、可靠和绿色的。虽然情况仍然如此，但他们不再享有这独特的优势了。面对来自新西兰和北欧国家同样的产品特点时，曾经独特的优势也不再那么独特。说到中国市场，澳大利亚公司将要找到一种更好的方式来区别竞争对手，并更好地与消费者建立联系。

路上一个月的教训

CEO and Founder Andrew Kuiler realised “Singapore has risen as the innovation hub for F&B in APAC, with a lot of regional work headquartered there.”

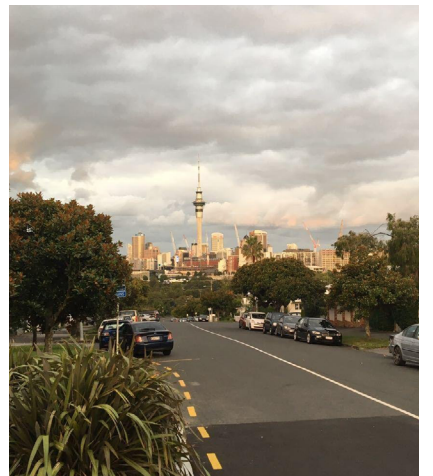
What was most interesting is just how much overall work for the region is driven out of Singapore. This may point to a consolidation of resourcing for global brands, versus what was once a no-holds-barred wrestling match amongst very diverse markets. It also means brands must be even more vigilant when it comes to getting touchy cross-cultural messaging right.

With such dynamic changes happening day in and day out across the region, it's become apparent success depends on forging strong, reliable partnerships. These partners have to be on-the-ground, with their finger on the actual pulse of what's going on today, and able to foresee three steps ahead. Otherwise, brands risk creating obsolete strategies they think will actually work.

公司首席执行官兼创始人，Andrew Kuiler 意识到，“新加坡已经成为亚太地区F&B的创新中心，大量的区域性工作出自那里。”

最让人感兴趣的是，大部分区域性的工作都是出自于新加坡。这就意味着全球品牌正进行资源整合，而不再是像以前那样和散落在世界各个地方的第三方机构合作。这也意味着当涉及到敏感的跨文化信息时，品牌必须更加警惕。

随着这种动态变化在亚洲各地不断发生，显然成功取决于建立牢固可靠的伙伴关系。这些合作伙伴必须是实地的，掌握最新资讯脉搏，并能够预见未来的走势。否则，品牌可能会创建一个他们认为会起作用但实际已过时的策略。



About us

The Silk Initiative (TSI) is an insights-driven brand consultancy, giving food and beverage brands the strategic direction they need to understand, enter and prosper within the Chinese market.

With a deep understanding of Chinese consumers, we've worked closely with global giants including Campbell's, PepsiCo, Unilever, General Mills, Pizza Hut, Arla, Tyson, Mars Wrigley, Vita Coco and McCain Foods across a range of strategic branding engagements. Armed with the perfect combination of insight, strategy, innovation, and design, we take a holistic approach with every engagement to ensure brands will thrive.

Our expertise and key insights into the Chinese market have also been distributed globally, with features on major publications including

Smart Insights and Entrepreneur Magazine. To learn what we can do for your brand, contact The Silk Initiative at

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关于丝翼

丝翼The Silk Initiative (TSI)是一个以消费洞察为导向的品牌咨询公司，为食品和饮料品牌提供进入并在中国市场顺利发展所需要的战略方向。

我们对中国消费者有着深入了解，并与包括金宝汤Campbell's，百事可乐PepsiCo，联合利华Unilever，通用磨坊General Mills，必胜客Pizza Hut，欧世Arla，泰森Tyson，玛氏-箭牌Mars Wrigley，维他可可Vita Coco和美康食品McCain Foods等在内的全球巨头在一系列品牌战略举措中紧密合作。有了洞察、战略、创新和设计的完美结合，我们将全面参与品牌的每一阶段，以确保品牌的蓬勃发展。

我们的专业知识和对中国市场的重要见解也在全球范围内广泛传播，并刊登于包括Smart Insights和Entrepreneur Magazine等主要网站及刊物。

想了解我们能如何帮助您的品牌，
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