

Expo, To Be an Enterprise Incubator

展会要成为企业的孵化器

—— Interview with Mr. Jim LIU, the Managing Director of COMEXPOSIUM-SIAL EXHIBITION CO., LTD.

—— 访北京爱博西雅展览有限公司董事总经理刘进先生

展会是现代服务业的重要组成部分，影响面广、关联度高、发展潜力大，其发展程度体现一个国家经济、文化和社会的综合发展水平。当前，会展业已成为行业间、地区间、国家间交流与合作的桥梁。会展业特别是已经做出品牌的会展，可以为城市乃至整个国家带来巨额利润和经济的空前繁荣。

众所周知，法国是全世界最富创意和浪漫的国家，也是世界会展强国，拥有世界最先进的展馆和展览公司。其中，2008年，法国爱博展览集团和法国高美司博展览集团强强联合，进行了资本重组，共同组合成高美爱博展览集团，成为法国第一大、世界第二大展览集团。集团的展会涉及的17个专业领域中，SIAL法国国际食品和饮料展览会于1964年创建，发展至今历经半个多世纪，已成为世界第一品牌的食品专业展会。自2000年SIAL展移植中国以

来，SIAL China 中国国际食品和饮料展览会（简称中食展）已成功举办了16届。中食展秉承SIAL巴黎国际食品展的国际性、专业性、贸易性的特点，规模不断扩大，现已发展成为亚洲国际食品第一大展。

商展是国际贸易的发动机。中食展每年吸引全球众多买家来到上海，成为中国食品行业最有影响力的商展平台。SIAL全球系列展每年吸引100多个国家约14000家企业参展，约有195个国家的33万专业观众参加展会，同时全球大概有50个独家代理商帮助相关展商加强推广工作，为参展商带来了众多的商机以及合作交流的机



北京爱博西雅展览有限公司董事总经理刘进先生
Mr. Jim LIU, the Managing Director of COMEXPOSIUM-SIAL EXHIBITION CO., LTD.

□本刊记者：陈海燕

遇。为进一步了解高美爱博集团在中国的发展，记者采访了集团子公司——北京爱博西雅展览有限公司董事总经理刘进先生。

据了解，2015年的中食展吸引了61个国家2734家参展商，国际和国内展商参展比例是56:44，展商满意度达到了89%，其中84%的展商再次参展的意愿非常强烈。105个国家的61296名专业买家参与展会，其中92%的专业观众是决策者，包括采购商、零售商、代理商、经销商，以及餐饮和酒店，96%达到高满意度。其中买家还包括家乐福、沃尔玛、华润万家、京客隆、乐购、奥尚、711、全家等知名采购商，整体展会的品质和覆盖面都非常大。在公司发展中，与农业部对外经济贸易中心、中国水产流通与加工协会、中国罐头工业协会、山东商务厅、浙江省农业厅、黑龙江省贸促会、

甘肃省贸促会、上海市农业委员会、甘肃酒业产品管理局、宁波保税区、长春市商务局、香港贸发局等都建立了长期合作。与各个国家、政府机构、当地政府也都建立了良好的合作关系，每年展会都设有一个荣誉国和荣誉省。2016年中食展的荣誉国是波兰，荣誉省是甘肃。

刘总总结说：“中食展从2000年创建之初的8000平米，发展到现在近130000平米，设有酒类及食品综合馆、高端饮品、休闲食品、绿色农业、中央厨房5大主题馆。中食展经过16年的发展已跃升为亚洲第一大、全世界第四大的食品展会。公司历经了第一个

5年的艰苦创业阶段，第二个5年的整合资源拓展市场阶段，第三个5年的迅速发展阶段。现在已进入发展高峰期，伴随着中国经济的快速发展，公司已位居行业领头羊的地位。同时随着中国老百姓消费水平的提高，更多消费者开始喜欢购买进口食品。中食展为中国进口食品的发展也起到了至关重要的作用。”中食展不仅为国外企业开拓中国市场提供最佳入口，也为中国企业发展本地市场以及拓展海外市场搭建了一个全方位的服务平台。刘总说：“以前我们都是以原料为主，主要是‘走出去’将产品卖到国外，现在我们把SIAL这个品牌引入中国，就可以让中国企业不走出国门就能够实现进出口贸易。”

刘总认为，展会除了搭建一个交易平台外，还能具有发挥孵化器的作用，可以把资源类转化为产品类，以提升展品的高附加值。爱博西雅展览专业性非常强，只针对食品相关的系列展，将所有精力都放在垂直行业的企业，并力求做到更加精确，不断开发新的食品。这样做既是辐射又是外延，也是将食品相关的上游下游的资源链紧密串接在一起。今年公司与冷链协会和中国烹饪协会已开始进行全方位合作。中国这个大市场，各种行业的企业完全可以构建非常专业的各类别主题馆。

采访中，刘总多次强调“精耕细作、极度垂直”是公司的特点



中食展与甘肃省签署“荣誉省”合作协议
SIAL China and Gansu Province Sign "Province of Honor" Cooperation Agreement

和优势，希望把它做到更专。要把这个优势充分发挥出来就要做到精准服务，想客户所想，急客户所急，做到以产品为导向，真正起到孵化器作用。目前中国资源性的企业很多，但其资源远远没有打入市场。那么，如何帮他们解决这个问题呢？刘总说：“未来，我们更侧重去做的一项工作是不仅仅要为企业搭台，同时要成为企业的孵化器，这是我们未来重点设定的发展方向。帮助企业实现产业和产品升级，从卖原料转变为精加工高附加值的产品，帮助原料性的基地转化为高附加值的生产基地。这样既解决了原产地产品积压问题，同时也解决了产品升级换代的问题。这是我们未来的使命，也是非常具有挑战性的事情，非常有发展前景。”

战略决定成败，已成为一条颠扑不破的真理。刘总为公司制定了“从”和“到”的三大经营战略：一、从粗放式的经营模式到精细式的经营模式；二、从展商主导式展会到展品主导式的平台；三、从单纯搭建平台到加强孵化器功能的转变。对此，刘总进一步分析说：“以前我们的客户相互了解不够，卖家和买家对接效率较低。要改善这种低效率就要从粗放式转为精准式的服务，



北京爱博西雅展览有限公司合影 Group Photo of COMEXPOSIUM-SIAL EXHIBITION CO., LTD.

尽量帮助卖家找到真正想买产品的人，帮助买家找到真正想要的产品。我们要从以展商为导向变成以展品为导向，让买家有一个更完好的体验，找到想买的产品。这是我们下一步重点要做的事情，也正好响应了政府提倡的‘互联网+’的概念，通过互联网平台完全可以做到365天贸易不停歇，也与线下展会互补互利，让它能够更加完善。这项工作，公司2015年就开始逐步推进，今年开始进一步实施。目前的准备阶段是要重新整合资源，将原来展商数据库变成展品数据库，将观众信息提取按所购买产品来归类，实行双方的对接。这是一个非常大而艰辛的系统工程，也是行业发展里程碑的一个突破性创举。”

面对未来，刘总有着清晰的规划和稳健的实施步骤。刘总感慨地说：“人生一世就应该有所追求，至少应该做一个对社会有用的人，关键看自己能贡献什么。我觉得随着现在这个平台越来越成熟，我未来能做的事情可能越来越多。我希望有生之年尽量为这个行业、社会的发展、产品的升级、企业的进步多做一些贡献。这也是我从事展览业的第一天起就定下的目标和愿望。”

我们相信，在刘进总经理的带领下，“中食展”品牌一定会迎来新的突破性的发展，创造出更加灿烂辉煌的明天！



2015 中食展 SIAL Innovation 创新大赛颁奖典礼 2015 SIAL China SIAL Innovation Competition Award Ceremony

As a crucial part of modern service industry, conference & exhibition industry boasts extensive influence, high correlation and huge development potential, and its development degree represents the comprehensive development level of a whole nation's economy, culture and society. Currently, it has become a bridge for communication & cooperation among industries, regions and countries. The conference & exhibition industry, especially the conference & exhibitions with established brands, may bring about huge profit and unparalleled economic boom to a city, and even a whole country.

As is well-noted, France, both the most creative & romantic country all over the world and a conference & exhibition power, enjoys the world's most advanced exhibition halls and exhibition companies. Among them, two giants EXPOSIUM and COMEXPO made an alliance; after capital reorganization, were combined into COMEXPOSIUM, which became the No. 1 French exhibition group and the second-largest global one. Among the 17 specialized fields involved in the exhibitions



2015 第十六届 SIAL China 中食展开幕式典礼 2015 16th SIAL China Opening Ceremony

of the Group, SIAL was founded in 1964; over half a century, it has become Global No.1 Brand professional food expo. Since the introduction of SIAL into China in 2000, SIAL China has been held successfully 16 times. Adhering to such features of SIAL as international, professional and trading, SIAL China has witnessed constant expansion and evolved into the Asian No.1 international food expo.

Trade fair is the engine of international trade. SIAL China attracts numerous global buyers to Shanghai each year and has become the most influential trade platform in Chinese food industry. Annually, SIAL Global series expos attract about 14000 exhibitors from over 100 countries and about 330,000 professional visitors from 195 countries; meanwhile, approximately 50 global sole agents assist relevant exhibitors in strengthening promotion, which has brought about numerous business opportunities as well as cooperation & communication ones to the exhibitors. To further learn about the development of COMEXPOSIUM in China, Multinationals in China talks with Mr. Jim LIU, the Managing Director of COMEXPOSIUM-SIAL EXHIBITION CO., LTD., one of its subsidiaries.

It is learnt that, 2015 SIAL China has attracted 2734 exhibitors from 61 countries, in the proportion of international and domestic ones at 56: 44. Meanwhile, it gained a satisfaction degree of the exhibitors up to 89%, among which 84% expressed highly strong will to re-attend the Expo. Besides, it



时任法国外贸部部长的拉加德亲临中食展视察
Lagarde, the Then French Minister of Foreign Trade attends SIAL China for Inspection

has attracted 61296 professional buyers from 105 countries, 92% of which are decision makers, including purchasers, retailers, agents, distributors as well as HORECAs, and 96% of them expressed their high satisfaction. Among them, the buyers include such famous purchasers as Carrefour, Walmart, China Resources Vanguard, Jingkelong, Tesco, Auchan, 711, FamilyMart, which demonstrates the greatly high quality and quite large coverage of the overall Expo. In the development, the Corporation has established long-term cooperation with Foreign Economic Cooperation Center, Ministry of Agriculture, P.R.China, China Aquatic Products Processing and Marketing Association, China Canned Food Industry Association, Department of Commerce of Shandong Province, Zhejiang

Provincial Department of Agriculture, CCPIT Heilongjiang Committee, China Council for the Promotion of International Trade Gansu Provincial Committee, Shanghai Municipal Agricultural Commission, Gansu Wine Product Administration, Ningbo Free Trade Zone, Bureau of Commerce of Changchun city, Hong Kong Trade Development Council etc. Meanwhile, it has also built favorable cooperation relationship with various countries, governmental organizations and local governments. The Expo is set with a Country of Honor and a Province of Honor every year; in 2016 SIAL China, Poland (Country of Honor) and Gansu (Province of Honor) have earned the honor.



2015 SIAL China 中食展美食厨房颁奖典礼 2015 SIAL China La Cuisine Event



2015 SIAL China 中食展中国精品茶冲煮大赛 2015 SIAL China China National Specialty Tea Brewers Cup

LIU summarizes, "SIAL China, from 8000m2 at its establishment in 2000 to nearly 130000m2 currently, has set five theme halls, i.e. WINE, SPIRIT & FOOD Hall, HIGH-END BEVERAGE Hall, SNACK FOOD Hall, GREEN AGRICULTURAL FOOD Hall and CENTRAL KITCHEN Hall. Over 16 years of development, SIAL China has zoomed into Asian No.1 and Global No.4 food expo. The Corporation has experienced the first five years of tough entrepreneurship, the second five years of resource integration & market expansion and the third five years of rapid development. Nowadays it rises to its golden time of development. With the rapid development of Chinese economy, the Corporation has ranked as the leader of the industry. With rise of Chinese consumption level, increasing consumers gradually triggered their fancy to buy imported food. SIAL China has also played a vital role in the development of Chinese imported food." SIAL China has not only provided an optimal access for foreign enterprises to exploiting Chinese market, but also constructed an all-round service platform for Chinese enterprises to develop local market and expand overseas market. LIU expresses, "Formerly we all gave priority to raw materials, mainly "going out" to sell products overseas, while nowadays, we introduce SAIL platform into China so that Chinese enterprises can realize



SIAL China 中食展 2015 盛况 Grand SIAL China in 2015

import & export trade without actually being abroad."

As far as LIU is concerned, besides constructing a transaction platform, SIAL China also plays a role of incubator so that resources may be transformed into products so as to lift the high added value of exhibits. Highly professional COMEXPOSIUM-SIAL is only targeted at food-related series exhibitions, devotes all its energy to the enterprises in vertical industries and strives to be more accurate and continually develop new foods, which both serves radiation & extension

and closely connects the food-related upstream & downstream resource chains in series together, e.g., the Corporation has initiated all-around cooperation with Cold Chain Association and China Cuisine Association this year. In such a large market - China, the enterprises in various industries can fully construct various highly professional theme halls.

During this talk, LIU emphasizes for many times that, "intensive devotion & extreme verticality" is the feature and strength of the Corporation, and they hope to be more specialized. To give full play to this advantage, it need achieve precise service - think for the customers and help them out, to take the products as the orientation and play a real role of



2015 SIAL China 中食展鲜生活美食配美酒活动
2015 SIAL China Seafood Fest' Right Seafood with Right Wine Event

incubator. Currently, China possesses a great many resource enterprises whose resources have far from enough access to the market. Then how to help them solve this problem? LIU indicates, "In the future, one task we should emphasize more is not only to set up a platform for the enterprises but act as their incubator, which is a key development orientation we set for the future: assist enterprises in realizing industry & product upgrade, transforming raw material sales into high-added-value product finishing, and help transform raw materials bases into high-added-value production bases, which can solve the product overstock problem in place of origin but as well as product upgrading & updating issue. This is both our future mission and a great challenge, but boasts promising prospect."

It has become an irrefutable truth that strategy determines



2015 SIAL China 中食展巧克力世界主厨秀 2015 SIAL China Chocolate World Chef Show

result. LIU has created three operation strategies of "transformation" for the Corporation: firstly, from extensive operation model into an intensive one; secondly, from exhibitor-dominant expo into exhibit-dominant platform; thirdly, from pure construction of platform into enhancement of incubator functions. As for this, LIU gives further analysis, "Previously, we suffered from insufficient mutual understanding among our customers and poor seller-buyer match-making efficiency. To improve such low efficiency, we need transform the extensive service into the precise one, to assist sellers in finding the real potential buyers and buyers in finding the real target products as far as possible. We shall transform from the exhibitor-orientation into the exhibit-orientation to enable the buyers to

enjoy more perfect experience and find their target products. This is a key task for our next step, which exactly responds to the concept "Internet Plus" initiated by the Government; such an Internet platform can fully realize 365-day nonstop trade and are mutually complementary and beneficial with the off-line expo, which can perfect the latter further. As for this task, the Corporation has initiated its gradual advancement in 2015 and will further its implementation this year. The current preparatory stage is to reintegrate the resources: to be a better match-maker, we turn the former exhibitor databases into exhibit ones, extract and classify the audience information based on the purchased products This is both a greatly-huge and arduous system engineering and a breakthrough pioneering undertaking in the milestones of industry development."

Facing the future, LIU holds clear planning and steady implementation steps. He expresses emotionally, "One shall keep pursuing something, at least be a useful person for the society - the key lies in what contribution you can make yourself. I believe that, as this platform becomes increasingly mature, I can do more and more in the future, as well as hope to make more contributions to the development of this industry & society, the upgrade of products and the progress of the enterprise to the greatest extent. This is also the original objective & aspiration I have set since the first day I became engaged in the exhibition industry."

We believe that, under the leadership of LIU, the "SIAL China" brand is certain to usher in new breakthroughs and create increasingly brilliant tomorrow!