

China Passion Brewed by Kailun Wine

凯伦酿就中国情

—— An Interview with Ms. Hou Jianyu, President of Beijing Kailun Wine Co., Ltd.

—— 访北京凯伦葡萄酒有限公司董事长侯健妤女士

□本刊记者 刘新洁

当晨曦照在美国加州圣安东尼酒庄的时候，微风拂过，佳酿的醇香弥漫在薄雾中，沁人心脾。这就是凯伦酒业“王国”的发源地。如今，凯伦葡萄酒的琼浆玉液已香飘四海，成为中国消费者不可或缺的选择。

第一次采访凯伦葡萄酒有限公司董事长侯健妤女士还是十年前。当时正值凯伦在中国的初创阶段。如今十年过去了，当我们再次回访侯健妤女士时，一个传播美国加州红酒文化、带给中国人更多高品质红酒享受的凯伦给了我们全新的印象。

“如果回忆凯伦在中国这十年的发展历程，我的感慨实在太多了。当初一个人从美国回到北京，白手起家，凯伦从初创的艰辛到现在的稳健发展，这其中的酸甜苦辣真是一言难尽。”看起来她还像十年前一样年轻干练，然而从这几句话中，我们看到一个女企业家所经历的创业艰辛和成功的喜悦。

1984 年从北京外国语学院毕业的侯总在回国工作了 4 年之后于 1988 年踏上了美国深造之路。学业完成之后，侯总加入了美国国籍并进入美国加州圣安东尼酒庄工作。

侯总回忆说：“那时的日子非常安逸、简单，我也没有回国的打算。我记得是在 1998 年前后，由于中国的经济发展很快，公司希望我能把凯伦葡萄酒引进中国市场。我当时非常矛盾，因为我已经非常适应美国工作了，对于红酒的美国经营方式已是轻车熟路，如果再让我回到国内，我要从头开始，一个人打拼，我确实打起了退堂鼓。”

然而有一件事改变了侯总的想法。她回忆说，当时她去收购一个美国酒庄，规模不大，产量不高，但是要价却高达 350 万美元。侯总后来才明白，原来酒庄主看侯总是亚洲面孔，在他们眼里，亚洲人不懂红酒，便故意以高价击退。这件事给侯总很大触动。好强不服输的侯总毅然决定回国，她要证明代表高品质生活的红酒一样可以被中国市场接受。

1998 年，侯总回到阔别已久的祖国。同年，她所在的圣安东尼酒业与中国北京房山农工商总公司共同投资建立中美合资企业——



董事长侯健妤女士 Ms. Hou Jianyu, President

北京凯伦葡萄酒有限公司。从此，侯总开始了她艰辛的创业之路。

“我们在北京建立了分装厂，拥有两条全自动灌装生产线，对进口酒进行灌装，保持原干红的品质，将加州原汁原味的干红葡萄酒推向中国市场。我们非常注重质量。凯伦自身有一个质量技术自控标准，这个标准比国家规定的标准还要严格，不管哪个部门来检查，我都非常自信。我们的酒绝对不会有质量问题。要做就做最好，这就是我的企业宗旨。”

正是在这个宗旨的指导下，短短十年，凯伦酒创建了稳固的销售渠道，市场占有率及市场销售量逐年递增；50 多家北京大型商厦和多家大型餐厅、娱乐场所都有凯伦系列干红葡萄酒销售；在京客隆超市，得到了“凯伦酒的质量是所有京客隆红酒类销售第一名”的高度赞誉。

侯总说：“我们不单单获得了京客隆等商家的认同，2008 年奥运会时，凯伦的四款酒全部被奥组委会选中成为坐落在郡王府的‘金牌俱乐部’奥运指定酒，充分证明了凯伦葡萄酒的品质。未来，凯伦将在中国建立一个酒庄，按照国外的方式拓展红酒文化。我始终觉得自己有一种使命感，就是不断把国外好的东西引进来，不断改善我们的生活品质。我希望以我的爱国之心尽我报效祖国微薄之力。”

我们相信在侯总的带领下，凯伦在中国会取得更大的发展成就！

When the first sun ray lights in San Antonio Castle in the morning, the breeze sweeps over and refreshing bouquet suffuses in the haze. Here is the cradleland of Beijing Kailun Wine Co., Ltd. (hereinafter referred to as "Kailun Wine"). With its bouquet being smelt everywhere; the delicious wine of Kailun Wine has already become the indispensable selection of Chinese consumers.

After ten years, Ms. Hou Jianyu, the president of Kailun



优秀的团队 Excellent Team

Wine, talks to *Multinationals in China* again, following the first time when Kailun Wine was at its initial stage. She expounds the brand-new impression of Kailun Wine which spreads the red wine culture of California and offers the Chinese people more high-quality red wine enjoyment.

"I have had so much to say when I recollected the development course of Kailun Wine in China in the past ten years. I started from scratch myself when I returned from America to Beijing, and it is really a long story from the hardships at the initial stage of Kailun Wine to the current steady development," says Hou. She seems as young, capable and experienced as a decade ago. However, it can be inferred that the pioneering hardships and successful gladness that one female entrepreneur has experienced.

Graduating from Beijing Foreign Studies University in 1984, Hou went to America for further study in 1988 after a four-year-work domestically. After finishing her studies in America, she joined in the American nationality and worked at San Antonio Castle in California.

Hou says, "I had a very easy and simple life there and had no intention to return to China at that time. I remember that, due to the rapid economic development in China before and after 1998, the company wished me to introduce Kailun Wine to China. I was very hesitating because I had been very adaptable to the work in America and grasped the operation mode of red wine in America well, so that I would have to start again if I went back to China. I indeed retreated at that time."

However, one thing changed her thought. She recollects that she was assigned to purchase one American chateau of small scale and small output but with charge as high as USD 3.5 million, and she understood the reason afterwards that the owner of the chateau stroke her on purpose with a thought that the Asians had no notion of red wine. Greatly touched by that matter, Hou, as an emulative person, decided to return to China resolutely for proving the red wine that stands for high-quality life can be accepted in China market too.

In 1998, Hou returned to the fatherland where she had been parted for a long time. At the same year, the San Antonio Wine and Beijing Fangshan Agriculture, Industry & Commerce

Corporation jointly invested and established the Sino-American joint venture: Beijing Kailun Wine Co., Ltd.. Therefrom, Hou started her hard business establishing road.

"We establish subpackage plant in Beijing and own two full automatic encapsulation production lines to fill the imported wine and keep the quality of original dry red, and then we introduce the dry red wine of California original taste and flavor to the China market. We are quality oriented. We own one technical automatic quality control standard that is much stricter than the state specified standards; therefore, we are confident no matter which department comes to inspect. Our wine is free of any problems absolutely. Our tenet is: Be the best or nothing."

With this tenet as the guideline, Kailun Wine finds steady marketing channels within short ten years, and its market share and market sale volume have increased year by year. A series of dry red wine is offered in more than 50 large-scale commercial buildings as well as many other large-scale dining halls and recreation areas in Beijing; among the red wines marketed in Jingkelong supermarket, Kailun Wine wins first-place in the quality competition and selling.

Hou says, "We are not only accepted by such consumers as Jingkelong supermarket, but also our four types of wine are all selected as the Olympic special wine in the "Golden Club" that is situated in Prince Jun Mansion by BOCOG during 2008 Olympic Games."

"In the future, Kailun Wine will establish one chateau in China and develop the red wine culture in light of the foreign modes. I am always feeling that I have a sense of mission to introduce the good foreign things to China and improve our quality of life constantly. I hope to serve our country with my humble efforts and sincere patriotic feeling."

We believe that Kailun Wine will obtain greater achievements in China under the instruction of Hou!



凯伦葡萄酒所获奖项

Kailun: an Everlasting Company

百年凯伦 百年长青

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与10年前相比，北京凯伦葡萄酒有限公司在中国已取得了长足的发展。先进的管理理念、高品质的产品、严谨的酿酒工艺、完善的客户服务体系以及不断创新的营销团队，奠定了凯伦葡萄酒在行业中的领先地位。2017年，迎接改革开放40周年到来，作为10年后的回访，美丽、坚韧、睿智、富有远见的北京凯伦葡萄酒有限公司董事长侯健妤女士向记者介绍了公司10年来的发展历程和取得的发展成就。陪同接受采访的还有北京凯伦葡萄酒有限公司厂长韩东先生和副总经理邵文琴女士。

在凯伦温馨的葡萄酒庄园，侯总与记者畅谈了凯伦在华发展之路。侯总首先介绍说：“今年9月份刚好是美国圣安东尼酒庄落成100周年。北京凯伦葡萄酒是美国红酒落地中国的生产型企业，可以说，对于中国北京房山区政府及美国加州酒庄双方来讲都是一种幸运，在相互信任的基础上我们一同建立起北京凯伦葡萄酒有限公司。”

据了解，1998年，凯伦葡萄酒落户房山，由美国San Antonio酒庄与中国北京房山农工商总公司共同投资建立中美合资企业，侯总就成为北京凯伦葡萄酒有限公司的董事长。19年磨一剑。杰出的企业领导人是企业成功的保证。侯总是一位具有远见卓识，善于把握全局，勇于拼搏开拓的女才，19年来，带领着凯伦一路前行。谈到这些年来的发展变化和成就时，侯总总结了三点，她说：“最主要我们树立了两个品牌，一个是产品品牌，一个是企业品牌。产品品



北京凯伦葡萄酒有限公司董事长侯健妤女士
Ms. Hou Jianyu, President of Beijing Kailun Wine Co., Ltd.

牌在市场上有了很好的口碑，产品链不断丰富，目前有原装、灌装、瓶装、家庭装产品系列。企业品牌也有了一个很高的知名度。2008年奥运会，凯伦葡萄酒被确认为奥运金牌俱乐部指定用酒并得到了奥组委全体中外人员的高度赞誉。如果说这10年的最大发展成绩，那就是我们产品营销走过了三个阶段，消费者从陌生，到认知，再到认可。正是由于认可度的提升让销售额增长显著。”

在中国19年的发展中，凯伦也经历了转型和一定的结构性调整，以适应中国新常态下的经济环境。但唯一不变的是侯总心中的凯伦情，红酒情。采访中，侯总深情地说，红酒是事业不是产业，是精雕细琢的事业，是每一个流程的精心打造。正是带着这样的情感，凯伦葡萄酒的产品品质有口皆碑，在国内大大小小的无数次质量抽查中没有一次

出现问题，这对一个企业来说是很难做到的。谈起凯伦独树一帜的产品品质时，凯伦葡萄酒有限公司厂长韩东先生话语中透着自信与自豪，他对记者说：“产品品质是保障企业提升的关键点。我们19年来始终抓产品质量，严格按照国家GB 7718-2011（食品安全国家标准预包装食品标签通则）执行，每一个环节、每一个员工都自觉遵守各项规定。产品质量永远是第一位的，没有质量就没有企业的生命。”

产品质量就是企业的生命线，健康发展的企业总是把产品品质摆在第一位。凯伦正是如此，在注重市场的开发和培养的同时极为重视产品的品质，努力引领凯伦进入一个整体实力超越竞争对手的境界。不断创新和面向中国市场的产品营销策略是凯伦又一竞争优势之所在。副总经理邵文琴女士对记者介绍说：“目前，我们在终端市场及



董事长侯健妤女士与美国圣安东尼酒庄总裁共商发展大计 President, Ms. Hou Jianyu, Discuss Together with the President of San Antonio Chateau for Future Planning

商超除外的有27个主要产品，每年都不断增加，今年会增加到30个产品。产品中有原装酒也有分装酒。我们和京客隆合作，在超市设有展示平台，同时也会向普通消费者介绍我们的产品。我们销售主要针对团购市场，比如集团采购、定制产品、会员制产品、婚庆、企业大型活动等。我们始终跟着国家的步伐，严格执行新的标准，这一点我们很有信心。作为销售，我们始终争取更大的市场占有率。”

企业要在市场中立足靠的是高质量的技术产品，正确的营销策略，而企业要飞跃、要大发展，则要靠高素质的人才。谈到如何培养凯伦人才时，侯总的话语更加深邃，她说：“产品品质有了，销售有了，企业再往前就是人员素质的提升。我常对我的员工说，要知识化、要多学习、多看书，多接触世界，见世面，在把握‘企业魂’的同时要拓展思维。未来这几年，我要做的事就是要强化人员综合知识学习的提升，培养开放式思维，特别是在学习拓展方面，要有所突破，通过有计划的分层面培训、打分、问卷，特别是观念的升华行动等形式去提升员工的学习能力，丰富员工的知识、拓宽员工的胸怀。尤其是对于企业高管，每个人都要有自己的展示平台，不管酸甜苦辣，自己能深切体会到成就和成果，做到不断学习、不断进步、不断提升、不断发展。”

做企业犹如“逆水行舟，不进则退”。侯总始终以居安思危的企业家思维带领着凯伦迈向一个又一个发展平台。凯伦和京客隆朝批组建的新公司——北京朝批环盛国际贸易有限公司，产品将辐射中国更大的市场，这将是凯伦又一个崭新的起点。改革开放近40年来，凯伦不断攀登新的高峰。在采访快要结束的时候，侯总表示说：“我感激这个时代，感激国家的改革开放，也感谢美国企业，让我能够回归到我出生的地方，我的很多理想都得到了实施，使我有一种成就感和尊严感。这19年的发展，我最满意的成绩是实现了方方面面的融合，中外双方的融合、企业和市场的融合、产品和消费者的融合，这些双赢会让我们继续稳健成长。”

共享共赢，是当代经济发展的一个规律，也是当代经济发展一种潮流。我们衷心祝愿在侯总的带领下，百年凯伦，百年基业长青！

Beijing Kailun Wine Co., Ltd. has been undergoing evolution since its establishment and now comes to a leading position in the wine industry. Staffed with an innovative team and operating in an advanced management mode, Kailun is dedicated to supply quality products and perfect services. Ms. Hou Jianyu, the president of Beijing Kailun Wine Co., Ltd. accepts an interview from *Multinationals in China* again and shares the company's development and achievements in the past ten years. Simultaneously, the brewery director Mr. Han Dong and the deputy general manager Ms. Shao Wenqin join the interview.

"California-based San Antonio Chateau witnesses her 100th Anniversary this September. Beijing Kailun, a winery supplying American wine, is the output of the cooperation between Beijing Fangshan Government and San Antonio Chateau," Hou says at Kailun's Wine Chateau."

Beijing Kailun was established through joint venture investment between San Antonio Chateau and Beijing Fangshan Agriculture, Industry and Commerce Corporation in 1998, from when on Hou has been the president of the joint venture. The endeavor of 19 years contributes to Kailun an excellent enterprise. And the outstanding management leads to its success. "We value the brands created both in product and enterprise. The outstanding product brand wins better public reputation in the market, and we have supplied products ranging from originally packed ones to canned, bottled and family-packed ones. Additionally, the enterprise brand also rises with higher popularity. In the 2008 Olympic Games, Kailun wines were supplied to serve the members of the Olympic Games gold medal club and highly praised by the officials and members of the Organizing Committee of Olympic Games. Our products were unfamiliar to consumers early, but later accepted by people widely. It is the best achievement we have got in the past ten years. Such high consumer recognition



锐意进取的团队 The Energetic and Enterprising Group

also have raised our wine sale greatly," Hou says.

To adapt to the new economic environment in China, Kailun has evolved by transformation and restructuring in the past 19 years of development. However, its persistence on red wine remains. Hou expresses in the interview that red wine brewing is a pursuit more than an undertaking, each process of which is completed by her enterprise meticulously. With such pursuit, Kailun's red wine always receives high praise from people and never shows defect in random inspections conducted by the relevant authorities. It is so difficult



High quality product and feasible marketing policy maintains an enterprise's existence while talents of quality boost its leaping development. "Besides quality assurance and sale markets, the enterprise also desires talents with high quality. I advise my staff to get more knowledge by learning and reading, obtain more external dynamic information, and enrich personal thinking while understanding the enterprise's spirit. We have recently set out strengthening the staff' knowledge learning,

to accomplish this. "Product quality is the key point of an enterprise's 19 years of development. We always adhere to the strict quality control in accordance with the national standard GB 7718-2011 National Food Safety Standard - General Standard for the Labeling of Prepackaged Foods. Our staff also comply with the regulations in all links. We always regard product quality as the top priority and basis in the enterprise," Han says.

cultivating their open thinking and making some breakthrough in the extending the way of learning. We are improving staff' learning abilities by means of training, scoring, questionnaire and concept education. Particularly each senior executive has his/her development space and is keeping progressive development and improvement by continual learning. No pain, no gain; no learning, no development," Hou says, talking of talent cultivation.

Absolutely, any enterprise under normalized operation values the product quality first. Accordingly, Kailun never falls behind in quality control while it lays stress on market exploitation. By dint of its overall strength and perfect quality, Kailun is outperforming competitors. Besides these, Kailun holds another competitive advantage i.e. continual innovation and localized marketing policy. "In addition to the products distributed in terminal markets and supermarkets, we have released 27 types of principal product and may increase such figure to 30 this year. These wine products are supplied as ones with original packing or sub-packing. Our partner supermarket Jingkelong will display and promote our products to consumers. We also provide group services, like group purchasing, product tailor-making, membership product supply, wedding celebration wine customization and special offer for enterprise activities. We consist on tracing and fulfilling exactly the latest standards and strive to maintain perfect product quality and get higher market share," Shao says with confidence.

An enterprise, like a boat sailing against the current, moves forward or falls behind. Thinking of adversity in prosperity, Hou is leading Kailun to make development by leaps. Kailun and Jingkelong Chaopi Company established a new joint venture, Beijing Chaopi Huansheng International Trading Co., Ltd., through which Kailun's products will be distributed to wider markets. It is a new start of Kailun. "The new age, the feasible national policy and the stable working platform enable me to open up the dream in my homeland, and encourage me to develop and promote. The achievement that I'm most satisfied about in the 19-year development of the enterprise is the realization of harmonizations between Chinese and foreign partners, between the enterprise and markets, and between products and consumers. In a series of win-win cooperation, we keep a steady and continual development," Hou says, at the end of the interview.

We believe that sharing & win-win are the discipline and trend of the current economy. Wish Kailun and her enterprise are young and dynamic everlastingly.



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