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LifeStyle★

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*International Design Fashion Gourmet Art Travel Leisure 品味生活

橄榄王国的奇幻梦境
Placid Jaén, Eden of Olives

装扮雅加达
Designing Jakarta

黑白诠释
Black and White
and Read All Over

杯中的性感尤物
Brews of Belgium

奢侈的低调姿态

Defining Luxury with Subtlety

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英国帝亚吉欧公司(Diageo) 是世界上最具规模的高级酒品公司, 同时经营啤酒、葡萄酒及烈酒。我们针对当前酒业尤其是中国酒业的状况, 对帝亚吉欧公司亚太区商务总监 Mark Barnard 先生进行了专访。《Lifestyle》将连续两期为您呈现专访的精彩内容。

当今全球酿酒行业生产线的发展趋势为奢华经营, 您认为消费者追求更高端酒品的理由为何?

魅力酒王国 (上)

An Interview with Mark Barnard

——访英国帝亚吉欧公司亚太区商务总监 Mark Barnard
Commercial Director, Asia Pacific, Diageo



首先, 全球收入水平不断提高的人群在急剧增加, 并且他们可以自由支配收入。这些购买奢侈品的目标客群多来自发展中国家, 他们崇尚购买奢侈品, 以诠释其身份和地位; 其次, 个性化消费趋势盛行。消费者需求以“自我”为主, 追求与众不同。全球供应商的关注焦点已转移到个性化客户产品及目标市场, 我们认为只有真正迎合市场的奢侈品品牌才能立于不败之地。目前, 众多消费者日渐成为酒类研究的热衷者, 他们深谙市场上纷繁众多的酒种及品牌。通过购买或与亲朋好友、合作伙伴共享佳酿, 以展示他们对高端产品的厚爱和生活品质; 最后, 许多贸易客户认为销售高端产品可满足名品爱好者的需求, 我们与多家零售商合作提供这样的服务, 美酒佳肴、灯光音乐、浪漫氛围会为宾客带来无尽享受。

值得欣慰的是, 在满足消费者的同时, 我们也获得了丰厚的利润。人们需要在

不同场合中享受不同的名品, 我们及时满足了市场, 捕捉到了商机。

与全球其他酒品公司相比, 帝亚吉欧公司(Diageo)更成功地定位并受益于高端产品的营销, 旗下的哪种品牌最为畅销? 原因何在?

我们的主打品牌占据了市场的大部分商业份额。上乘之作为世界第一—苏格兰威士忌 Johnnie Walker (尊尼获加)。家族品牌包括 Red Label (红牌)、Black Label (黑牌)、Green Label (绿牌)、Gold Label (金牌) 以及至高无上的 Blue Label (蓝带)。不同场合可选择不同的口味, 一旦品尝了终极佳酿“蓝带威士忌”, 定将陶醉其中。

Tanqueray 10(添加利金 10 号)正在以其独特的魅力席卷全球, Ciroc vodka (Ciroc 伏特加) 也正在迅速风靡美国市场。我们能拥有这样喜人的发展业绩并非出于偶然, 而是长期致力于完美品质的研发, 正确占领市场, 把握先机, 并



拥有优质服务水准。

烈酒往往被分为“Well”(良品)、“Premium”(高级)、“Super-Premium”(特级)或“Ultra-Premium”(极品), 您认为消费者了解这些分类的确切含义吗? 在品牌定位及市场竞争中, 这些是必要的商业营销手段吗?

消费者不会谈论特级或良品, 他们只谈及品牌或价位, 他们为自己所崇尚的高端名品而消费。在俱乐部里, 如果有人点一瓶特级威士忌实属罕见, 但是如果购买一瓶蓝带威士忌, 其目的就显而易见了, 一定是希望在朋友面前彰显其不凡的身份地位。

(未完待续)

I recently interviewed the Commercial Director for Asia Pacific for the world's largest producer and marketer of beer, wine and spirits, London-based Diageo. This is Barnard's take on the drinks business today and in particular for China.

Fred Tibbitts: Mark, we know that the global trend across all product lines among restaurant and bar consumers is for trading-up. Why do you think everyone is looking to drink better these days?

Mark Barnard: Firstly, the rapid growth in the base of consumers with high levels of disposable income has been a key driver. These are the targeted consumers who are able to purchase luxurious products. Much of this growth is coming from developing economies with a healthy appetite for luxury products as a means of expressing, and in fact enjoying their status.

Secondly, there is a general consumer megatrend known as "me, myself and I." Consumers want to feel special, and personal experience is high on their need state. Product availability and targeted marketing towards the consumer occasion has been the focus for most global suppliers in recent times. Luxury brands that understand the importance of creating the right, and appropriate experience will, in our view win in the long term.

We are finding consumers becoming more discerning across many categories of which drinks is just one. It is therefore no surprise that consumers are also becoming more discerning and knowledgeable with regards to the different types of alcohol and brands available on the market. They are also more open to demonstrating their appreciation for premium products by purchasing and en-

joying them on more occasions, either with friends and family or business associates

Thirdly, many trade customers are recognizing that the practice of up selling can meet the needs of these consumers wishing to demonstrate their appreciation of quality products. We have worked with many customers on programs tailored to provide a total brand experience within a retail venue. From the way guests are treated, the way we associate food & beverage, the design, lighting, music and mood of a venue can all be tailored to provide a fantastic experience.

There is a wonderful opportunity to take consumers on an experiential journey whilst at the same time improving profits. People are looking for brands that can be enjoyed across a number of different occasions. We need to provide these to them and capture the opportunity that is in front of us.

FT: It would seem that Diageo is perfectly positioned to benefit more than any other global drinks producer and marketer from this trade-up phenomenon. Which of your brands has benefited the most from trading-up and why?

MB: We are very well positioned with an extensive portfolio of market leading brands across categories. A good example would be the success of the Johnnie Walker brand, the number 1 whisky in the world. We can start consumers on a journey through the family of Red Label, Black Label, Green label, Gold Label, and ultimately Blue label. The product range is suited for various occasions, and once you've enjoyed a JW Blue, perfectly served, it's hard to go back from there!

Tanqueray 10 continues its phenomenal growth across the world, and Ciroc vodka



Fred Tibbitts Jr. is a global wine consultant based in New York. He assists some of the top hotel and restaurant chains in the U.S. and Asia Pacific developing their wine by the glass programs, leading educational trips to wine producing countries and hosting VIP industry dinners at New York and across Asia.



has taken the US by storm. Our growth has not been by chance, it has been a concerted effort to make sure that our products are of the finest quality, available in the right outlets, and served perfectly.

FT: The drinks industry generally classifies all spirits as either "Well," "Premium," Super-Premium or "Ultra-Premium." Do you believe that consumers recognize these classifications, this nomenclature or do you feel these are primarily commercial terms to group products in terms of brand positioning and competitive set?

MB: Consumers don't talk about super premium, Wells etc. They talk about brands and price points. They understand that they pay a premium for a brand that they respect and aspire to.

Very seldom would you here someone walking into a club and ordering a bottle of super premium whisky. They would however be very clear that by buying and drinking a bottle of JW Blue they have signaled to their friends and the world that they understand status and it is important to them, even if it is done subconsciously.

To be continued...