



夏初淳（左）和陈暖盾（右）  
Thitita Jeeyasak (left) and  
Wipavee Watcharakorn (right)



# 夏初淳和陈暖眉：引领泰国果品行业

## MBA Grads Partner in Thailand

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By Rachael McGuinness

2007年，两位中欧MBA2002级的泰国校友夏初淳（Thitita Jeeyasak）和陈暖眉（Wipavee Watcharakorn）接管了Vachamon食品公司（Vachamon Foods）。这是一家由夏初淳的母亲在1992年创办的家族企业，主营新鲜水果的进出口和大宗零售及批发业务。六年以来，两位中欧校友携手奋进，使这家公司迅速发展壮大，成绩斐然——雇员人数达到原先的三倍，全年营业收入从2007年的650万美元跃升至2012年的6400万美元。今年，她们的目标是实现8000万美元的营收。

在本次访谈中，担任业务拓展总监一职的陈暖眉校友为我们解读了Vachamon公司的长期发展目标，并娓娓道出在中欧的学习经历对她们与公司总裁夏初淳从事的商业经营所带来的助益。

**TheLINK:** 在泰国，职业女性在商场的社会地位和角色是怎样的？

**陈暖眉（以下简称“陈”）：**虽然男性仍然主导着其他行业，但果品行业有不少出众的商业女性崭露头角。据我个人看来，女性管理人员并没有受到太多的性别歧视，但进入高层的女性人数相对较少，这是因为许多女性将大量的时间用于抚育儿童和料理家务。

**TheLINK:** 你们如何发展业务，面临过怎样的挑战？

**陈：**2004年中泰自由贸易协议签订之后，许多企业开始进入果品行业。但这些企业通常缺乏良好的商业管理技能，他们在决策时往往感情用事，而这有时会给行业带来负面影响，比如引发价格战。鉴于果品行业的特性，进入本行业的门槛非常低，因此我们必须在产品质量、成本管控、管理效率和顾客关系等方面都胜人一筹。

为了赢得客户的信任，我们工作得十分勤奋。至关重要的因素在于我们能否迅速响应他们的需求，让他们感到我们是可靠的合作伙伴，双方能够共同成长。我们的目标是成为

In 2007, MBA 2002 alumni Thitita Jeeyasak and Wipavee Watcharakorn took over Vachamon Foods. Established by Jeeyasak's mother in 1992, it's a Thailand-based family business that imports and exports fruit to major retailers and wholesale customers. Over the past six years, the CEIBS grads have grown the business significantly: the number of employees has tripled and revenue jumped from US\$6.5 million in 2007 to US\$64 million in 2012. This year, their goal is to reach US\$80 million in revenue.

In this interview Watcharakorn, Vachamon's Business Development Director, explains the company's long-term goals as well as the impact that CEIBS has had on how she and Company Director Jeeyasak manage their business.

**TheLINK:** What is the business climate like for women in Thailand?

**Wipavee Watcharakorn:** While men still dominate other sectors, there are quite a few high-profile women in the fruit industry. I don't think there is a significant amount of discrimination against female executives, but the number of high-ranking women is relatively low because most females spend much of their time raising children and looking after their family.







“一站式供应商”，让批发商能够从我们公司采购到他们需要的所有货品。

2007年，我们创造了650万美元的营业收入，2012年的这一数字是6400万美元。2013年，我们希望营收达到8000万美元，因而我们也需要更多的“蓝领”工人和“白领”职员。

在2007年我们接管Vachamon 食品公司的时候，其职员人数是50名，现在我们有157名职员了。在是否雇佣更多包装工人的问题上，我们正在考虑及评估更多地使用机器设备的利弊，因为人力管理总不会那么省心。

**TheLINK: 你们是怎样决定要成为商业伙伴的?**

**陈:** 我们在大学里既是室友也是最好的朋友，我们也做出了

**TheLINK: What have you done to grow the business? What were some of the challenges you faced?**

**Wipavee:** Particularly since the 2004 free trade agreement between China and Thailand, many fragmented players have entered the fruit industry, and they often don't have good business management skills. They tend to make emotional decisions and sometimes this has negatively affected the industry, in terms of pricing. Because of the nature of the business, people can enter the industry quite easily, so it is important for us to be competitive in terms of product knowledge, costing, managerial efficiency and customer relations. We work hard to gain customer trust. It's crucial that we respond to their requirements quickly, and make them feel as if we are their partner and we can grow together. Our aim is to be a one-stop-shop where wholesale customers can find everything they need.

We had revenue of US\$6.5 million in 2007 and US\$64 million in 2012. In 2013, we hope to grow to US\$80 million, and so we will need to have more workers and office staff. When we took over in 2007, the company had 50 employees. We now have 157. In terms of hiring more packing workers for the factory, we are studying the pros and cons of relying more on machines because managing labour is always problematic.

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同样的决定——到中欧深造。此后，成为商业伙伴也是我们自然而然形成的决定。

**TheLINK:** 你们为什么选择中欧？在中欧的学习经历对你们将Vachamon食品公司经营发展为一家成功企业有何帮助？

**陈:** 就我个人而言，选择就读中欧是因为我想学习具有世界领先水平的MBA课程，同时我也被中欧的“中国深度，全球广度”这一特质深深打动。

公司有很多中国供应商，而我们曾在就读MBA课程时在中国生活了近两年，这为我们带来了极大的优势，让我们对这些供应商的商业文化理解得更贴切。

中欧的MBA课程给我们打下了牢固的管理基础。特别有用的是案例研究，它让我们能够从别人的错误中吸取教训，当然也从别人的成就中学到经验——我们在经营时参照应用那些正确的做法，同时也避免重蹈别人的覆辙。

我们明白，成功固然不易，但守成更加困难。但我相信，我们在MBA课程中学到的东西将帮助我们把事业长久地经营下去，并获得持续发展。

**TheLINK:** How did you decide to become business partners?

**Wipavee:** We were roommates and best friends at university, and we both made the decision to enrol at CEIBS. After that, being business partners just came naturally.

**TheLINK:** Why did you choose CEIBS? How did studying at CEIBS help you to develop Vachamon Food into a successful business?

**Wipavee:** Personally, I chose to study at CEIBS because I wanted to attend a world class MBA programme, and I was impressed by CEIBS' in-depth China knowledge and global outlook. At the moment, we have many Chinese suppliers, and living in China for nearly two years during the MBA programme has given us an edge in understanding the business culture of these suppliers.

The CEIBS MBA gave us a solid management foundation. The case studies were especially helpful, allowing us to learn from others' mistakes, as well as successes – we have been able to adopt the positive practices in our business while avoiding mistakes that others have made. CEIBS emphasises the importance of sustainable growth. We know that becoming successful is difficult, but maintaining that success is even harder. But I believe that the lessons we learned during the MBA will help to make our business last long and grow consistently.

