



西班牙雄鹰世家：依靠传统，建立人脉

文/兰安

2011年，29岁的劳尔·德·亚古雷（Raúl del Águila）接手家族企业、成为西班牙雄鹰世家（Casa del Águila）农场的首席运营官（COO）。迄今为止，这一家族企业已在西班牙农产品领域活跃了400多年。他们打理着近4000公顷的土地，经营葡萄园，也种植谷物、豆类、杏和橄榄。如今，雄鹰世家（Casa del Águila）将目光转向中国市场，致力于向中国供应高品质的橄榄油。

在劳尔·德·亚古雷看来，家族企业的发展目标必须与其所属家族的发展目标相一致。同时，他认为，人际关系也是雄鹰世家成功的关键因素之一。因而，维系并强化企业、家族与社区之间那种相互培育、相互扶持的紧密关系，是他面临的最主要挑战。在本期《TheLINK》专访中，他为我们解读了雄鹰世家打入中国市场的过程，并回顾了这家历史悠久的家族企业如何历经艰难时世、延续至今。

《TheLINK》：雄鹰世家与其所在地——西班牙拉曼查（La Mancha）之间的关系极为密切。对于这类与家乡密切相关的家族企业来说，迈出国际化的第一步，是否有些艰难？

劳尔·德·亚古雷（以下简称“亚古雷”）：的确不那么容易。我们在本土市场上享有盛名，所以多年来，我们都不曾将突破地域限制、推广品牌视为要务，也没有尝试过在更广泛的范围里推广自家的产品。因此，我们如今试图在西班牙以外的地区建立品牌时，就得适应一个全新的、需求迥异的市场。这极具挑战性，但考虑到目前的经济形势，我们认为国际化是最好的选择。全球化带来了与品牌相关的诸多全新挑战。我们希望我们的品牌定位能准确地反映出我们的传统和价值观；同时，我们也需要思考，采取哪些新举措才能满足中国市场的需求、并与潜在客户保持接触，达到客户与企业共赢的目标。所有这一切都必须慎重考量。这对我们来说



Spanish Company Banks on Tradition & Building Relationships

By Ana Galán Rodellar

In 2011, at the age of 29, Raúl del Águila became the COO of his family business, Explotaciones Agrarias Casa del Águila, a company whose owners have been active in Spain's agricultural sector for more than 400 years. They manage around 4,000 hectares of land on which they have vineyards, grow cereals, legumes, almonds and olives. Casa del Águila is now focused on broadening its horizons by providing high-quality olive oil to the Chinese market. For Raúl del Águila, the goals of a family-owned company need to be aligned with the goals of the family behind the enterprise. He also believes personal relationships are one of the keys to Casa del Águila's success. Therefore, nurturing ties between the company, the family and the community is a fundamental issue for him. Read on as he explains what it is like to break into the China market, and the lessons that the centuries old Casa del Águila has to offer.

TheLINK: Casa del Águila is a company that maintains very close ties with its home territory, the Spanish region of La Mancha. Is it difficult for this type of family business, tightly connected to the homeland, to take the first step towards internationalisation?

Raúl del Águila: It's not easy. We're well known locally, so for many years it wasn't a priority to develop our brand beyond regional limits. In the past we didn't try to promote our products on a wider scale but now as we seek to build our brand outside of Spain, we have to adapt to a totally new market, one with its own needs. It's a challenge, but given the current economic situation, we think internationalisation is the best option. However going global brings several challenges related to branding because

we want our brand to accurately reflect our tradition and values. Also, we need to think of new initiatives that allow us to satisfy the demands of the Chinese market, and we have to constantly be in touch with potential consumers to meet their objectives – and ours. We have to think of all these factors, and this is entirely new for us so we are starting from zero. We have sold some of our raw material to Italian or French companies in the past, but before now we never considered exporting our own end product.

There are many Spanish companies in the same situation: we produce very high-quality products but we do not promote them internationally, and we should. Historically, Spanish companies have felt confident in their own local markets, erring on the side of comfort, and it is time to change that.

TheLINK: Why did you decide to bet on China?

China is a huge market which is growing and opening up to Western tastes. We also see it as a potential springboard into other emerging markets in Asia. In addition, the Chinese market is almost unspoilt when it comes to olive oil, and our efforts are focused on building the Casa del Águila brand.

The problem is that the olive oil market in China may go through the same situation experienced by the wine market. In China, the differences between a 'good wine' and a 'very good wine' are not evident on the basis of their prices, because consumers are not willing to pay for a quality product unless they are familiar with the brand.

We came to China around a year ago with the help of Barcelona Fang. We are still in the initial stages. So

是全新的经历，一切都得从零开始。虽然我们过去曾将一部分原料出售给意大利或法国公司，但我们此前从未考虑过要出口自家的成品。

有许多西班牙企业都和我们处于同样的境地：生产优质产品，但没有在国际上推广开来——实际上我们应当走向国际化。纵观过去，西班牙企业一贯对本地市场非常自信，犯了贪图安逸的错误，现在到了该有所改变的时候了。

《TheLINK》：您为什么决定把筹码押在中国？

亚古雷：中国是一个处于成长期的巨大市场，也在逐渐接受西方的饮食口味。同时，我们将其视为一个通往亚洲其他新兴市场的潜在枢纽站。此外，就橄榄油而言，中国市场尚有待开发，我们的工作重点是在此处打响雄鹰世家品牌。

问题在于，中国的橄榄油市场可能会重演红酒市场的历史。在中国，“好酒”与“上品好酒”之间的差别，在价格差距上体现得并不明显，这是因为消费者不愿把钱花在一个自己不熟悉的品牌上，尽管它可能品质更优。

大约一年之前，我们在西班牙讨喜品牌投资管理公司（Barcelona Fang）的协助下进入中国市场。我们目前依旧处于起步阶段，不过，我们已经进口了若干橄榄油样品，与一些对我们感兴趣的经销商建立了业务联系。事实上，我们更倾向于逐步引进自家的产品，因为迅速激进的方式可能会影响我们的品牌形象。

我们的目标始终是提供优质产品。我们掌控着从农作物种植到包装的整套生产过程。我们作为家族企业而存在，在适应千变万化的经济局势的同时，也保持着自己的价值观；可以说，我们是一家能够体现自身传统价值的公司。我们希望既能在某些方面变得多元化、让自身得到成长，又能保持自己的传统，并树立自己的品牌。

《TheLINK》：作为一个拥有多年历史的家族，请问雄鹰世家对中国的家族企业有哪些建议？

亚古雷：我认为，给别人建议是十分自大的行为……但我能说的是，将家族与企业的价值观有效衔接，这是很重要的一点；同时，别忘记你的目标是为了服务于企业、家族和更广大的社区的利益。有时候你甚至可以做出“缓速成长更有利

于达成以上目标”的判断。你还得清楚地知晓自己期望从企业发展中获得些什么，也要在每一天结束时，仍能确信这些期望与你为了家庭而追求的价值依然相契合。

《TheLINK》：请问你们从家族以外的专业人士那里获得了多少“外援”？

亚古雷：我们的高级管理层一直由家族成员担任。但家族和企业一样，不过是一个团体，你必须寻求外界的支持，让事情更好地得以解决。如果只是由家族自身负责管理，你的视野可能会变得过于狭隘，因而无法作出正确的决策。我们的家族一直乐于倾听专家的建议，若是我们在做决策时过于情绪化，他们的建议会阻止我们犯错。

《TheLINK》：请问你们如何区隔“家族”与“事业”，并确保其间的界线不会模糊？

亚古雷：将这两者区隔开来的确十分困难，但有必要在某种程度上让它们各自独立。否则，我们难免精疲力竭，甚至会对家族和企业都造成负面影响。我们家族一直以一种较为微妙的方式与企业保持着关联——我们住在乡间，将许多闲暇时光都花在农场里。当然，我们也在家里谈论日常遇到的问题，其中包括一些与工作相关的话题，但我们尽量在私人生活中抛开与企业相关的因素。

《TheLINK》：传承计划对您的家族企业而言有怎样的重要性？

亚古雷：这是一个关键的问题。对我们来说，传承意味着托付一份遗产——但这不是指馈赠一栋海滨别墅或森林木屋，而是蕴含着更深层的意义。这是一份由我们家族许多代人薪火相传、辛苦经营而来的遗产。我们企业最核心的优势在于：我们能够随着时间推移而顺利地逐步实现交接和传承。年轻的家族成员在掌握所需的知识与技能之后，逐个加入我们的家族企业。在我们家族里，培训和成长是一个缓慢、逐步和自然的过程。我的父亲在30岁时加入雄鹰世家公司，而我是在29岁时加入的。我向父亲学习，父亲又向我的祖父学习，以此类推。我们的培训着眼点并不是财会管理，而是自然地学会如何与他人相处。这是一个十分漫长、同时也十分愉快的学习过程。距离这门课程的学成结业，我还差得很远。



far, we have imported samples and established business contacts with some distributors who are interested in our olive oil. We prefer to introduce our product little by little because moving faster may trivialise our brand. Our aim is to provide a quality product. We take care of the entire production process, from the crop to the packaging. And we can contribute our tradition, in the sense of being a company that has been able to subsist as a family business and adapt to changing economic realities while preserving its values. We want to continue our tradition, diversifying in those aspects that can make us grow, and build our brand.

TheLINK: Is there any advice the Casa del Águila Family, with its years of history, can offer to Chinese family businesses?

Giving advice would be very arrogant... All I can say is that it is very important to connect family values with the company's values, and not forget what your objectives are for the company, the family and the wider community. Sometimes you can even conclude that growing at a slow pace might be more beneficial in reaching those objectives. You also have to be clear about what you expect from your company and, at the end of the day, make sure those expectations fit with what you want for your family.

TheLINK: How much input do you have from professionals who are not family members?

The company's senior management has always been family members. But a family, like a company, is nothing but a community in which you have to look for external support to make things easier. If only the family is in charge, the company's point of view may become too narrow and you might not make the right decisions. Our family has always been advised by experts and sometimes, when we get swept up in emotions, their advice has prevented us from making mistakes.

TheLINK: How do you separate "family" and "business" and ensure that the lines do not become blurred?

Separating those two worlds is quite difficult, but it is necessary to keep them independent to a certain extent. Otherwise, mental exhaustion would be unavoidable and it could negatively affect both the family and the business. We

are constantly connected with the business in a more subtle way: we live in the countryside, and we spend a great part of our leisure time there. Of course, we also talk about our day-to-day issues at home, and that includes work-related issues, but we try to develop other aspects of our personal life which are not connected to the company.

TheLINK: How important is it to plan succession in family businesses?

It is a key issue. For us, succession means entrusting a legacy – but not in the sense of giving a beach house or a chalet, but in a much deeper way. This is a legacy built up over many generations. One vital asset that our company possesses is this ability to have succession over time, where new family members gradually join the company after they get the knowledge and skills needed to assume these responsibilities. In our company, training is a slow, gradual and natural process. My father joined the company at the age of 30 and I joined at 29. I learnt from my father, my father from his and so on... The training is not based on figures and accounting, but on naturally learning how to treat people. That is a very long and, at the same time, enjoyable learning process. I am still far from being finished with this.

