

A decorative orange wave graphic with a dotted pattern, flowing from the bottom left towards the top right, framing the main title.

# CDRI's Successful Counselling Case on Business Transformation

31<sup>st</sup> May 2018

# Shaan Honq – Marketing Strategy and O2O E-commerce entertainments

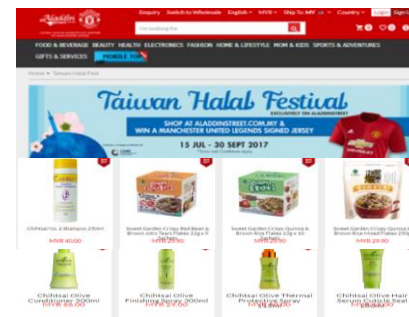
Client : Shaan Honq

Project : Bureau of Foreign Trade, MOEA - High-Quality Parity Product and Emerging Markets - Halal Fundamental Channel Expansion Platform

Marketing and Consumer Behavior  
Research Division

## Problem

1. With decades of business experience in Malaysia, they used to sell their products to local salons through local agencies (B2B), to expand their business, they need adapt B2C.
2. The company wants to switch to B2C and sell their products directly, the counseling team assists the operators in product marketing and develops the e-commerce system.



## Solution

1. Helped filter out potential products and focus on the organic olive products
2. Assist them to sell their products on the most popular Muslim E-commerce platform "Aladdin Street."
3. With the advertisement during the concert of the Muslim pop singer Sheila Majid, promote the brand with off-line trial guiding customers to purchase on-line.

## Result

1. 180 products launched on Aladdin Street Global, Malaysia, Taiwan and Singapore.
2. Established a Malaysian subsidiary and established full-channel sales and marketing.
3. Halal beauty e-commerce platform- Pretty Suci offered cooperation.
4. The company's performance in 2017 grew by NT\$10 million (100% growth compared to 2016).

# Aver Information – Expansion in Vietnam market, improve brand image and localize services

Client : Aver Information

Project : Bureau of Foreign Trade, MOEA - High-Quality Parity Product  
and Emerging Markets – Prominent Exporter

Marketing and Consumer Behavior  
Research Division

## Problem

1. The company has high quality products but lack of experience and the knowledge of oversea markets.
2. Intelligent market is emerging globally, the con-call system and smart technology for school in Vietnam are in need of improvement. The company had to set up a base of operation in southern-east Asia.
3. With the competition of Chinese provider, the company should develop their own strategy

## Solution

1. Research and survey regarding the local market were taken, the team discovered the potential of the Vietnamese market and help the company to launch products that are most needed.
2. The team helped them to find local partners, and held marketing events and 8 Roadshow activities for brand reputation.
3. Assist them on the build up of local channel, establish local base of operation and solve other technical problems



## Result

1. Successfully helped them set up offices in Đà Nẵng, Tây Ninh, Lâm Đồng, Vũng Tàu, and Can Tho
2. The number of new agents/distributors increased from 29 to 74, adding a total of 45.
3. In 2017, the export to Vietnam exceeded 30 million Taiwan dollars.

# Uniring – Expand in Singapore and develop localized branding

Client : Uniring

Project : Bureau of Foreign Trade, MOEA - High-Quality Parity Product and Emerging Markets – Prominent Exporter

Marketing and Consumer Behavior  
Research Division

## Problem

1. Uniring has OEM and R&D technique though lack of branding and oversea marketing experience
2. The brand is rather unfamiliar to consumers and the sweeping robot is not yet a usual product in Singapore.
3. The business model is uncertain and it cannot provide a competitive solution.



## Solution

1. Assist in conduct local market survey and target consumer interviews. Set up localization plan and marketing strategy.
2. Help them to cooperate with local shops and e-commerce platforms, successfully launch their products off-line and on-line.
3. Help international marketing event with local partners, arrange staffs to promote and provide product try-out service, improved brand awareness

## Result

1. Successfully held product launch campaign with monthly sales growth of 30%.
2. Export value to Singapore has been increased more than NT\$14.7 million in 2017 (Growth rate 100%) .
3. The improvement also shows in their performance in the Indian market.

# Chien-yen – Catering brand to develop authorized-agent business model

Client : Chien-yen

Project : DoIT, MOEA – Commerce Service Industry

Internationalization Operation Model Innovation Research and Application Project

Business Model Innovation  
Research Division

## Problem

Taiwanese catering companies are facing difficulties partners in oversea markets without local partners. The defective negotiation technique and process is also a barrier.

## Solution

1. Provide business model planning service, selection of partners, survey on consumer preference, authorization cost assessment.
2. Provide a more appropriate international authorizing pricing method, reduce the risk of entering the market, ensure a sustainable competitive advantage after entering, and design a direct + joining model in Malaysia.



## Result

1. In January 2017, one store was opened, five more are expected to be in operation in 2018.
2. In 2017, the authorizing income was 450,000 USD and the annual turnover was about 60 million USD.
3. The Association of Southeast Asian Nations conducts one or two visits each year to continue assisting the internationalization of authorized alliance members and establish the standard process for oversea expansion.

# Hong Ya – Oversea Authorization Localized Model

Client : Hong Ya

Project : DoIT, MOEA – Commerce Service Industry

Internationalization Operation Model Innovation Research and  
Application Project

Business Model Innovation  
Research Division

## Problem

Due to unfamiliar language, culture, and markets, they mostly entered the market by authorizing. With defective system, they faced difficulties on intelligence collection partner selection and the establishment of terms of authorization.

## Solution

1. Provide business diagnosis, and surveys on competitors ,consumers and shopping districts.
2. Establish an internationalized authorization evaluation module: self-assessment form, competitor investigation, authorization survey, and proposals for terms of authorization.



## Result

1. Officially landed in Subang Jaya, Malaysia in July 2015.
2. The turnover is about \$600,000 NTD per month, and the gross profit is about 33%. The franchise income is 4 million NTD, and the royalty is 3%.
3. In 2016, it opened a new store in Mabumen, Johor, with an annual turnover of 8 million NTD.
4. It is expected that 13 stores will be opened within 5 years and the franchise funds and profits will be around 50 million NTD.

Client : Sister Wei

Project : DoIT, MOEA – Commerce Service Industry

Internationalization Operation Model Innovation Research and Application Project

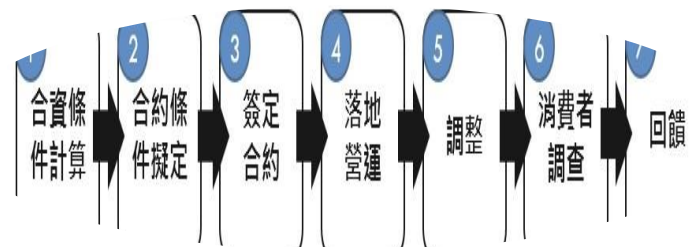
## Problem

In the process of overseas internationalization, Taiwanese companies mostly choose the mode of authorization to reduce investment risks. For joint venture, there is no standard to follow. Cross-border joint ventures have a higher rate of return on investment, but the risk is relatively high.

## Solution

1. Provide overseas joint venture rights and obligations establishment, import and export regulations investigations, consumer surveys, and profit model calculations.
2. Internationally authorized valuation methods, reduced risk of entering the market, and ensured entry will provide them with a sustainable competitive advantage.

## Business Model Innovation Research Division



## Result

1. In July 2015, it opened its first store in the IMM shopping mall in Singapore.
2. There are about 200 person-times on weekdays and about 300 person-times on holidays. the annual turnover is about 8 million NTD.
3. In 2015, the export of products was more than 1 ton per month, and the export value increased by 2.4 million NTD annually.
4. In 2016-2017, 2 stores have been opened.

# Shiang Bao - O2O Integration Service Model

Client : Shiang Bao Longterm Care Group

Project : IDB, MOEA Health Service Industry Promotion Program

## Problem

1. The client is well experienced in the long-term care market but lack of the know-how to provide service to healthy elderlies. ◦
2. The shortage in the market: the elderlies are in demand of health, companion, interaction, and the eager to create their own values.

## Solution

Our counseling team helped them to combine the three aspects of diet, health, and social development to set up a "healthy life management platform for elderlies", combining health management and healthy meals, providing elderlies health management and aging prevention, services. Online and offline services for physical and mental health services.

## Business Model Innovation Research Division



祥寶尊榮長期照顧集團

SHINGBAO LONGTERM CARE GROUP



## Result

1. Increased the output value: 2.5 million NTD  
Increased investment: 204 million NTD
2. Increased employment number: 20 people
3. Assist in the transformation of traditional long-term care, create more revenue sources, and increase self-cost service income.
4. Assisted in the human resources re-use and enhanced cross-industry cooperation.
5. Copy the business model to other cooperated units or other agencies that provide self-cost services.



# WKHM – Elderlies Health Management Online-Offline Service Integration Model

Client : WKHM

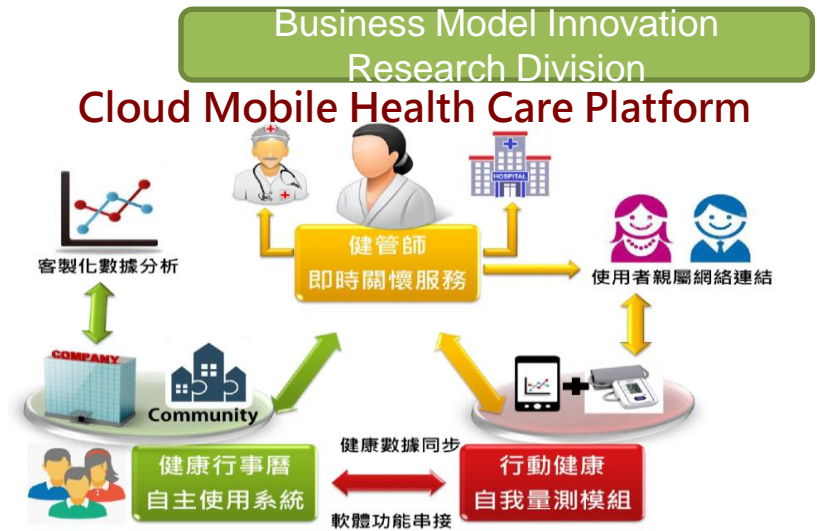
Project : IDB, MOEA Health Service Industry Promotion Program

## Problem

WKHM is based on Tainan community, and uses traditional methods to conduct telephone and personnel visits. However, with the rise of telecom technology applications, competitors have rushed to carry out mobile services. The clients need to: (1) Understand the demands of elderlies ; (2) Adapt the O2O business model ; (3) Establish cross-border cooperation system (4) Expand and diversify.

## Solution

1. Assists the client to develop "Health management, Lohas, and Health care" integration services online and offline.
2. Set up the " Cloud Smart Health Service Platform" , developed integrated health management service and created household/community service model, the model is copied and to 27 communities in Tainan.



## Result

1. Increase the output value: 10.62 million NTD
2. Increased Investment 6 million NTD
3. Increase employment number : 4 persons
4. Based in Taiwan and expand overseas markets such as China, Macau, Singapore and Malaysia, to establish an image of an international brand of Taiwan' s Chinese medical health services.