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餐飲業多品牌持續創新之研究

On Repetitive Innovation of Multi-Branding Restaurant's

Long-term Expansion

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餐飲業多品牌持續性創新之研究

On Repetitive Innovation of Multi-Branding Restaurant's
Long-term Expansion

本論文係戴勝益君（學號 P01748007）在國立臺灣大學管理學院碩士在職專班商學組完成之碩士學位論文，於民國一百零四年五月七日承下列考試委員審查通過及口試及格，特此證明

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誌謝



三年前再回校園進修 EMBA 課程，重新踏入學術生涯是相當辛苦的學習之旅，亦是個人生涯發展重要的階段。

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戴勝益 謹識
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中文摘要



台灣餐飲業競爭激烈，在經營形態上已呈現「大者恆大」的集團與連鎖化模式。業者只以餐點口味為唯一訴求，必定無法擴大經營層面和無力面對不斷投入的競爭。因此，要在餐飲市場中存活並持續成長，創新已是普遍且必要的選擇，必須透過系統化的創新經營方式，才能保有競爭力，以維持長久不墜之利基。本文之研究目的，就是為餐飲業尋找長久擴張並且持續創新的系統化方法。

本文推導餐飲業與其他產業不同的特質，並分析餐飲業在台灣的發展現況和營運。親身體驗、感受與品牌定位所呈現的整體情境氛圍，是消費者再度光臨與否的重要因素。我們根據「王品」集團的願景與情境規範，參照價值創造循環-VCC (Value Creation Cycle) 架構，探討「王品」牛排吸引客戶一再回流的價值循環理論。然後，我們再從創新循環理論-VPS (Vision Positioning Scenario) 的概念出發，探究王品集團持續不斷、創造出多品牌的系統化創新原理。

本研究歸納出三項結論為：(1) 餐飲業的特質為品牌定位、食物設計、情境氛圍和企業經營形態。競爭激烈的餐飲業，創新只是基本要件，若要長久不墜的經營，還需要系統化改善以及持續創新的能力。(2) 「王品」牛排在 VCC 的價值創造模式中得到印證：「王品」以全熟牛排的創新特質，在 VCC 的創新模式中經由研發、SOP 與氛圍設計、訓練，系統化地改善與循環，做到其他業者難以執行的貼心服務，持續的精進與展店擴張，建立了品牌的卓越差異性。(3) 王品集團之多品牌經營與 VPS 創新循環模式吻合：王品集團在 VPS 創新循環之下，鎖定已成熟的大市場，輔以獨特的定位和品牌氛圍，系統化地複製、創造出 15 個不同定位/差異化的餐飲品牌，並且持續創新、長久擴張。此外，王品集團與其他餐飲業者多品牌的差異也幾項不同：1. 每一品牌都有不同的總經理。2. 無中央廚房。3. 沒有總主廚。4. 各品牌有自己所屬的設計師。5. 所有品牌皆不用集團名稱。6. 各品牌菜色、

服務和裝潢都刻意加以區隔。7.各品牌皆有不同性質的公益活動。目的在強調各品牌的創新與差異性，因此能將多品牌做到更勝出於同業。



關鍵字：王品集團，持續創新，多品牌，VCC，VPS

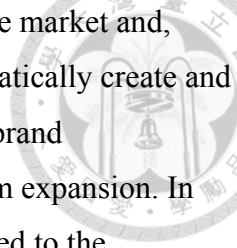
Abstract



Competition in Taiwan's catering sector is fierce and dominated by big corporations and chains. If a company relies solely on the flavor of the fare it offers it is unlikely to be able to expand or fend off the continuous influx of competitors. Consequently, if it wants to not only survive but continue to grow in the restaurant business, innovation has already become a universal and necessary option. A company will only be able to maintain its competitiveness if it employs a business model of systematic innovation, which will enable it to develop a sustainable market niche. The goal of this paper is to identify a systematic approach enabling long-term expansion and continuous innovation.

In this paper I shall explore the differences between the catering sector and other industries, and analyze how the restaurant business has developed in Taiwan and which business models have been used. The overall scenario of a brand, encompassing personal experience, perceptions and brand positioning, is a major factor in determining whether or not customers will return. We will focus on the vision and scenario of the Wang Steak brand, with reference to the Value Creation Cycle (VCC) framework, to explore how Wang Steak has been able to attract repeat business. We will then investigate, using the Vision Positioning Scenario (VPS) concept as a starting point, the principle of systematic innovation that has enabled Wowprime Corp to continuously expand and create many different brands.

This paper comes to three conclusions. Firstly, the catering industry consists of brand positioning, food concepts, scenarios and the enterprise business model. In this fiercely competitive sector innovation is essential, and if a company is to survive over the long term it will also need to have the ability to improve systematically and to constantly innovate. Secondly, Wang Steak is a testament to the effectiveness of the VCC model: Through its innovative provision of steak under the VCC model of innovation came the research and conception of the food, the SOP, the conception of the scenario, as well as the special training of the staff. With these, the brand underwent systematic, cyclical improvements, and was able to provide friendly service other companies were hard-pressed to match. This, together with its ability to continuously improve and expand, established the brand and differentiated it from all the others. Thirdly, by combining its multi-branding business model and the VPS



innovation cycle, Wowprime Corp set its sights on an already mature market and, through unique positioning and brand scenarios, managed to systematically create and innovate 15 restaurant brands, each with their own positioning and brand differentiation. It has been able to maintain innovation and long-term expansion. In addition, Wowprime Corp' approach differed in seven ways compared to the multi-branding approach of other companies within the catering sector. These seven ways were: 1) Each and every brand has a different director; 2) There is no central kitchen; 3) There is no head chef overseeing all brands; 4) Each brand has its own designers; 5) No brands use the Wowprime name; 6) There is intentional and careful differentiation of food, service and décor from brand to brand; and, 7) Each brand holds a different kind of public interest activity. The objective is to differentiate one brand from another as much as possible, and to allow optimum innovation. This approach enabled the group to be more successful in its multi-branding compared to competitors in the industry.

Keywords: Wowprime Corp; continued innovation; multi-branding; VCC; VPS

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第一章 緒論



第一節 研究背景

由於經濟成長與社會結構改變，外食人口持續攀升。行政院衛福部調查報告顯示，2005~2008年國人平均每天約有1.2次的外食，而一天三餐中至少有一餐外食的比例則佔有55.9%，二餐以上為27.5%，顯示國人的飲食方式有所改變。聯合利華飲食策劃在2011年公布外食族飲食習慣調查，呈顯國人外食比例高，其中一星期七天中有一半以上的外食次數（以每天中餐與晚餐次數計算共14餐），以上班日統計外食部分午餐為4.2次，晚餐為3.3次。而根據主計處統計，2010年國人外食花費約為新台幣134,782元，為國人平均年收入519,664台幣的25%（蒙美津，2015）。

據經濟部統計處資料顯示，近五年來，台灣餐飲業年營業額從2009年的3,200台幣，每年持續增加到2013年的3,900億台幣。而2012年台灣餐飲業店數合計為120,000家，較2011年店數增加2.8%，且連續3年的營收與店數都呈上揚趨勢。此外，台灣連鎖加盟店數，2013年較2012年也增加約千家店，平均1天約有3家新店開張，顯示出台灣餐飲業的蓬勃景象。（台灣連鎖加盟協會；商業服務資訊網，2014）

隨著國民所得增加和飲食習慣改變，消費者口味變得多元，餐飲業者為符合消費者的不同需求，國外品牌紛紛進駐，如來自日本的勝博殿、香港的添好運飲茶，吃到飽餐廳、素食餐廳、異國料理和複合式餐廳等，呈現餐飲市場的多樣性。

餐飲業者為因應餐飲市場的不斷變化，增加其競爭力，出現了不同的經營模式，以連鎖餐廳與多品牌和集團化的經營模式如王品集團、爭鮮集團、瓦城泰統集團等。為爭取不斷擴大的餐飲市場，許多餐飲企業因而走向上市上櫃的營運方向。

在競爭激烈的餐飲市場中，必須因應消費者不同的需求。除了美味餐點外，餐廳的氛圍塑造，符合消費者服務心裡等，都是讓消費者再次光臨的重要因素，綜合上述因素而必須有明確的品牌定位加以塑造。

相較於高科技產業或其他資金龐大、高端技術的行業而言，餐飲業的低門檻，往往被認為是沒有高深學問的產業，亦無典範模式可供研究與討論，由於台灣淺碟經濟市場易於飽和，企業如何將品牌經營的成功模式，能夠不斷複製達到創造市場之利基，以建立更大的事業版圖，甚至跨出台灣成為國際化的餐飲集團。因此，本研究希望針對當前餐飲業，如何以創新模式，多品牌經營策略，建立可以參考與永續經營之理論基礎。



第二節 研究目的

綜觀台灣的餐飲發展，從早期的滿足口腹之慾或填補肚子，晉升到「吃飽，也吃巧」的階段。台灣的餐飲市場，從在地化變為國際化，從單店變為連鎖，從單一品牌轉向多品牌的多元化發展。

當前台灣餐飲業呈現百家爭鳴的現象，國外品牌紛紛進入台灣市場進行授權合作，例如統一的星巴克咖啡與大成集團的勝博殿炸豬排，非餐飲集團跨界投入餐飲市場的如電機製造業的東元集團、3C 通路產業的燦坤集團。另自創品牌走向國際化的爭鮮集團，旗下爭鮮迴轉壽司、外帶壽司，已進軍至香港與新加坡，85 度 C（美食達人）也在美國刮起一陣台式麵包熱，表現都非常亮眼，企業經營的模式走向集團化，同時也朝向多品牌經營。

台灣最大餐飲集團-「王品集團」，自 1993 年成立至今，20 年來的一路發展，從 250 萬的創業資金，到上市的 150 億營業額，不僅建立起龐大的事業版圖，更成功地在台灣餐飲市場建立起品牌與形象。王品集團的創新力和獨特性，塑造出台灣餐飲業的多品牌經營模式。

綜觀台灣市場，當前餐飲業可謂盛況空前，而餐飲業經營模式和特質，與其他產業有所不同，針對「王品集團」在市場的創新與多品牌經營方式，分析其獨特形態，希望建立出一套理論基礎，提供餐飲業者不同的思考模式，做為未來經營發展的依據與參考。

本研究討論方向為：

1. 餐飲業的特質為何？是否需要創新經營？
2. 以「王品」集團為例，餐飲業的成功發展模式為何？
3. 以「王品」集團為例，為求永續發展，餐飲業的多品牌創新策略為何？
創新策略的關鍵成功因素又是什麼？



第三節 研究架構

本論文共分為五章。第一章為緒論，主要是針對本研究背景與目的作一說明。第二章文獻探討，簡述廣泛運用在產業與營運分析的理論架構—價值創造循環 VCC (Value Creation Cycle)，說明持續多品牌創新所需要的創新循環理論 VPS (Vision Positioning Scenario) (游張松)，以及分析餐飲業的多品牌與創新。第三章提出餐飲業的特質與創新之必要性，以及運用 VCC 來分析「王品」牛排經營模式的創新與成功發展模式。第四章以 VPS 理論為基礎，分析王品集團的多品牌創新模式，並對其企業文化和經營成效加以探討，以推導出為求永續發展，餐飲業的持續創新策略為何？多品牌經營的成功因素又是什麼？第五章為結論。

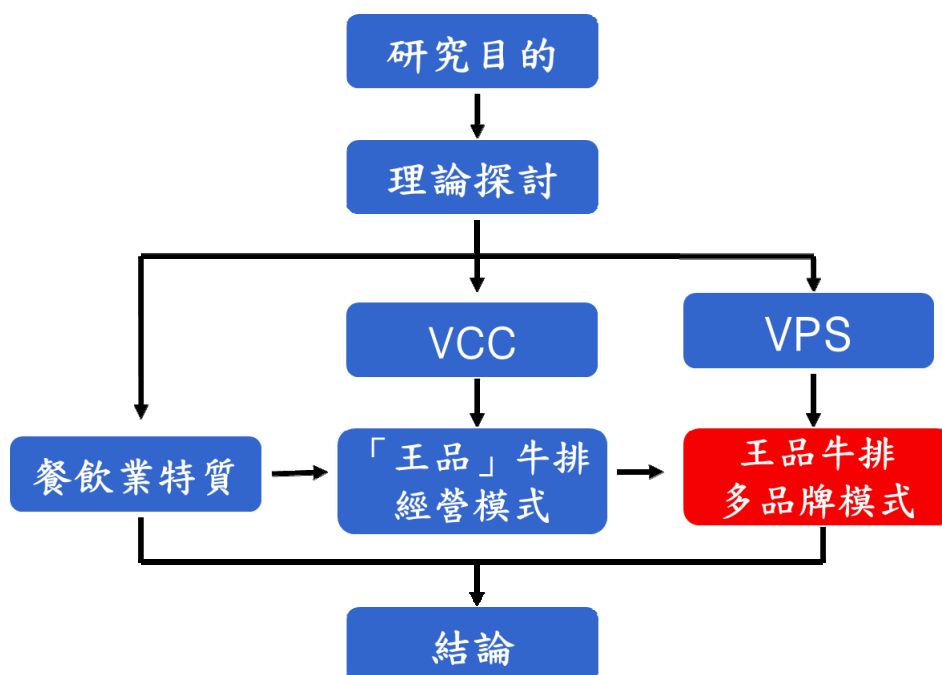


圖 1: 研究架構圖(本研究整理)

第二章 文獻探討



第一節 價值創造循環 VCC 與創新循環 VPS

隨著時代進步，社會快速變遷，消費者需求異加多元，企業為求生存與成長，創新已成為企業普遍的選擇。VCC 是產業與營運分析的一種理論架構，在廣大消費市場中，企業分析其產業所處的競爭態勢和目標市場的利基，針對尚未被滿足的消費者需求，尋找出適合商品並給予區隔定位，以創造出符合市場需求的品牌，除了品牌定位、內涵和情境氛圍，須有一致性的形象，以增加品牌在市場的辨識度與競爭力，經過不斷的循環與持續改善，以達到品牌整體的最佳運作狀況，得以持續循環創新，即為創新循環 VPS。

當 VPS 能符合市場需求的成熟運作，因此能不斷尋找出新的市場商機。而價值創造循環 VCC 所強調的不僅是組織內部能持續創新運作，甚至外在環境市場裡，若每個環節都能持續創新，便能生生不息、源源不斷擴大其創新之層面。

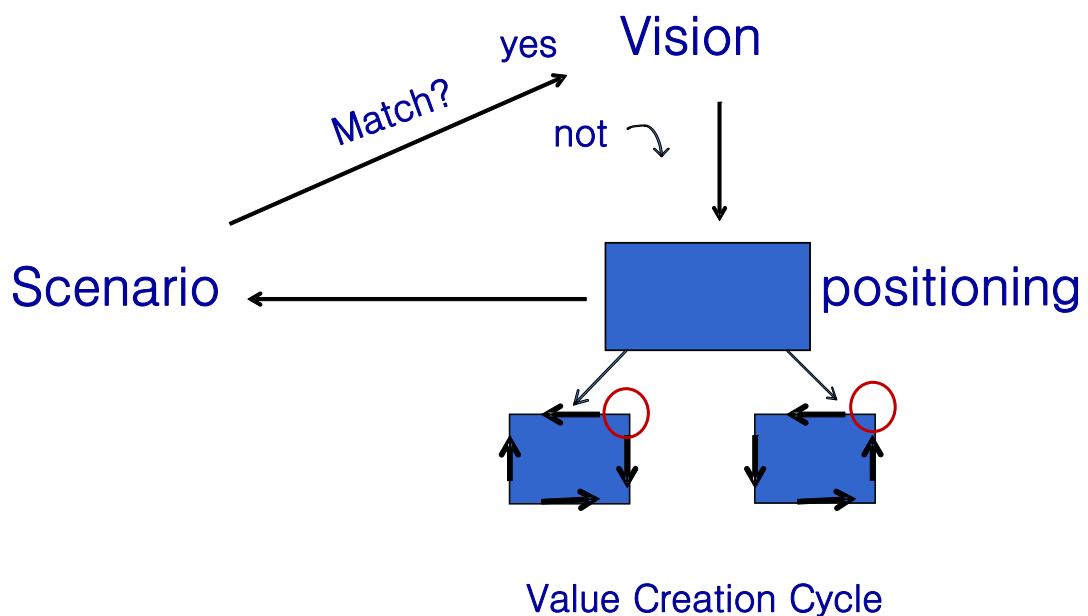


圖 2：VCC 與 VPS 創新循環模式（資料來源：游張松，2013）



第二節 餐飲業多品牌與創新

由於餐飲業門檻相對較低，故投入者多競爭者眾，不僅個人創業的餐廳林立，跨界進入的集團也相當多。據台灣商業發展研究院資料顯示，2012年台灣餐飲業店數達120,000家店，其中91%為獨資創業，其餘9%的企業，才是合資或其他形式經營，如表1所示。從9%企業創造60%的營收來看，近年來餐飲業發展，有逐漸走向「大者恆大」的集團化趨勢。

表1：台灣餐飲業經營形態（資料來源：商業服務資訊網，2014）

	家數（家）				營業額（百萬元）			
	2011年	佔比%	2012年	佔比%	2011年	佔比%	2012年	佔比%
獨資	107,177	91	109,355	91	133,679	42	140,609	40
其他	10,043	9	11,169	9	184,261	58	206,641	60
總計	117,220	100	120,524	100	317,940	100	347,250	100

餐飲業除了集團化的趨勢，也形成一股上市櫃風潮。新天地集團是台灣第一家上櫃餐飲集團，2009年更從上櫃轉上市，成為國內第一家掛牌上市的獨立餐飲集團。2010年85度C（美食達人）回到台灣公開上市，接著2011年安心食品（隸屬東元集團）也上櫃交易，2012年的王品集團與瓦城集團，相繼在同年公開上市（王品集團）與上櫃（瓦城集團）。

（公開資訊觀測站，2014）

台灣餐飲市場競爭激烈，雖然年營業額不斷擴大，但營收淨額增加才是企業獲利經營的重要關鍵。據中華徵信所調查指出，2011年與2012年台灣大型餐飲業排名，除了第一名王品集團與第二名統一星巴克名次未異動外，前十排名企業皆有所改變，台灣餐飲業競爭已達白熱化，如表2所示。

表 2：台灣大型企業排名前 10 名（資料來源：商業服務資訊網，2014）

企業	排名		營收淨額（台幣百萬元）		營收成長率%	
	2011	2012	2011	2012	2011	2012
王品集團	1	1	7,699	9,682	33.81	25.76
統一星巴克	2	2	5,263	5,952	21.62	13.10
安心食品	4	3	3,982	4,171	17.12	4.75
美食達人	5	4	3,400	3,409	-1.85	0.26
華膳空廚	8	5	1,740	1,969	6.26	13.15
長榮空廚	9	6	1,718	1,926	12.87	12.13
瓦城泰統	10	7	1,531	1,909	39.18	24.72
鼎泰豐	--	8	N. A	1,900	N. A	N. A
三商行	7	9	1,807	1,821	7.82	0.78
鼎王國際餐飲	--	10	N. A	1,473	N. A	N. A

餐飲市場競爭非常激烈，因此，創新被視為品牌提升競爭力和超越同業的一種必要方式，創新的特質有三項：1. Never thought of before，2. Impossible/possible，3. Heart-touching，而創新是讓品牌區隔出市場優勢的重要因素。（游張松，2012）

台灣有十餘萬的餐飲店家，許多企業因為看好市場前景，紛紛進入餐飲領域。除了本身是餐飲集團的王品集團、鼎王集團、爭鮮集團、欣葉集團、新天地等等，食品相關產業跨足也不在少數，例如統一集團旗下轉投資的星巴克咖啡、多拿滋甜甜圈、Afternoon Tea 餐廳等。大成集團的漢堡王、勝博殿豬排專賣店、意曼多精品咖啡等。（大成集團官網，2014）

以下將餐飲集團中具代表性品牌，對其創新特質加以陳述分析，了解品牌的創新特質，以致能達到市場上的區隔，與超越其他相同品牌的競爭優勢。

東元電機

台灣家電第一大重電製造商東元電機，在 1990 年成立安心食品，摩斯漢堡為安心食品旗下的連鎖品牌，兩岸已開近 250 家餐廳，東元集團旗下

還陸續成立樂雅樂餐廳、餡老滿餐廳、小高玉迴轉壽司等 7 家餐飲品牌，預計 2014 年底可達 10 個品牌，餐飲事業群將成為東元集團營收的重要來源。



東元集團將摩斯漢堡從日本引進台灣，是東元跨足服務業的第一步。摩斯漢堡訴求東方的「食的文化」及「醫食同源」，強調有益健康的飲食概念，雖然在台灣速食業中價位相對較高，不過以日式服務、精緻口感、現點現做以及健康訴求獲得消費者支持，摩斯漢堡以創新形態打破消費者對漢堡的不健康印象。(中時電子報；摩斯漢堡官網；維基百科，東元，2014)


爭鮮集團

爭鮮集團於 1996 年成立第一家外帶壽司，食材為講求新鮮故取名為「爭鮮」。爭鮮為台灣最大連鎖壽司餐飲集團之一，以日式餐飲為主，早期在價格上有 30、60、90 元不同定價，至 2001 年調整為單一售價 30 元，因價格平實獲得消費者青睞，之後改為全面以海鮮類為主的食材，讓平價品牌形象更具鮮明。

爭鮮集團旗下有三品牌，爭鮮外帶壽司、爭鮮迴轉壽司和定食 8，其中爭鮮迴轉壽司講求「健康、營養、無負擔」的餐點，在迴轉台上自由選擇的餐點特色，和單一售價的訴求，成為台灣平價壽司的代表之一。(爭鮮官網，2014)

新天地餐飲集團

台灣第一家上櫃餐飲集團新天地餐飲集團，早期以小吃起家，憑藉料鮮味美和價格公道闖出名號，其後更以海鮮聞名業界。新天地餐飲集團所經營的事業，除了 7 家大型婚宴會館，以宴席、會議形式提供餐點，包含中餐與自助餐料理，並增加外燴和外帶調理餐包，提供不同目標市場需求。2012 年看好大陸市場，成立「上海雅悅新天地」，除此之外，在台灣另創立日式火鍋料理「合.shabu」餐廳，集團觸角更多元化。



中式料理婚宴市場存有龐大商機，新天地餐飲集團所以能成為台灣第一家掛牌上市餐飲集團，除有豐富餐飲經驗，達到相當經濟規模，並設有中央廚房，採取顧客本位的行銷策略，以多元的餐點為客群量身訂作，相較於同業，新天地餐飲集團擅於因應市場變化，以多元料理與貼心服務來滿足消費者。(公開資訊觀測站；新天地官網，2014)

鼎王集團

在餐飲界造成麻辣鍋熱潮的鼎王集團，不僅口味相當有特色，經營手法十分創新。鼎王集團在 1991 年成立「鼎王麻辣鍋」，當時以專賣麻辣鍋方式經營是一項創舉。而鼎王最初以小吃店起家，經歷了不斷改變與創新後，將品牌定位為具藝術美學的時尚麻辣鍋餐廳。故鼎王在菜色研發和設計上，以特殊配方研發出獨道口感的麻辣湯底，及 90 度鞠躬的特有服務方式，營造出美食與藝術結合的一種麻辣鍋風潮。

鼎王集團於 2009 年成立了第二個品牌「無老鍋」。「無老鍋」與「鼎王麻辣鍋」路線相近，皆訴求中高價的消費市場，以單點為主，平均客單價在 500 元上下。為市場區隔，「無老鍋」定位為養生料理和藝術饗宴，將氛圍塑造為「人間仙境桃花源」的中式特色餐飲。

鼎王集團在 2012 年成立第三個新品牌「塩選」燒肉，為單點的中高價碳烤原味燒肉。為擴大集團版圖，鼎王集團 2013 年同時創立「囍壺」茶館與「閱咖啡」二個品牌，改走平價路線，「閱咖啡」以咖啡為主力，而「囍壺」茶館則是以茶點、麵食和套餐形式切入平價市場，開發新的消費族群。而「閱咖啡」於 2014 年 4 月暫停門市營業。(自由時報電子報；鼎王集團官網；維基百科，鼎王，2014)

瓦城泰統集團

第一家結合泰國餐點與流行氛圍餐廳的瓦城泰統集團。1990 年創立以

泰國菜為主的「瓦城」泰國料理，以熱炒食材料理搭配特殊的酸辣口味，吸引消費者上門。1995年再成立「非常泰」的泰式概念餐廳，走都會時尚聲光音樂新風格，2006年更跨越泰式菜系，成立了第三品牌「1010湘」，不僅將湖南傳統家鄉菜引入台灣，瓦城集團同時也將泰式料理帶進大陸。2014年5月在台灣成立第4個新品牌「大心」，仍以泰式概念出發，以紅色系為主的年輕時尚新路線，主打泰式麵食。(公開資訊觀測站；瓦城集團官網，2014)

上述餐飲業者在經營上，除餐點口味各有所長外，以創新模式經營旗下各品牌，不僅品牌在市場受到消費者支持，更在相同商品中脫穎而出。此外，運用集團旗下品牌的成功經驗，針對市場的不同需求，用創新品牌定位再加以複製運作，以增加市場佔有率，如表3所示。

表3：餐飲業多品牌之創新原則（資料來源：本研究整理）

集團名稱	品牌（成立時間/店數）	創新原則
東元集團 (店數統計至 2014.6.26)	摩斯漢堡（1990年/258店） 台灣236店、大陸18店、澳洲4店	摩斯漢堡 1. Never thought of before *2011年成為台灣第一家上櫃速食業者(安心食品) 2. Impossible/possible *打破漢堡傳統觀念，成為健康精緻食物 *讓漢堡成為國際航線上所提供之食物 3. Heart-touching *24小時的服務，店面可無限上網和有插座，提供消費者貼心服務
	樂雅樂（1990年/16店）	
	小高玉迴轉壽司 (2000年/2店)	
	樂利（2003年/2店）	
	Miss Croissant (2007年/5店)	
	高樂鐵板燒（2011年/1店）	
	餡老滿（2012年/3店）	
爭鮮集團 (台灣店數統計至 2014.7.5)	爭鮮外帶壽司(1996年/15店)	爭鮮迴轉壽司 1. Never thought of before *打破日式餐飲高價觀念 2. Impossible/possible *30元單一售價和海鮮為主食材，以迴轉餐台方式自由選擇，創造出平價壽司概念 3. Heart-touching
	爭鮮迴轉壽司(1996年/151店)	
	定食8(2007年/36店)	

		*健康、營養、無負擔的飲食主張
鼎王集團 (店數統計至 2014.7.5)	鼎王麻辣鍋 (1991年/9店)	鼎王麻辣鍋 1. Never thought of before *創立麻辣鍋專賣店 2. Impossible/possible *以特殊配方研發出獨特口感的麻辣湯底 *中國風的質感路線，講求美感與藝術結合 3. Heart-touching *90度鞠躬的服務創造帝王般的享受
	無老鍋 (2009年/9店) (台灣6店、大陸3店)	
	鹽選燒肉 (2012年/1店)	
	囍壺人間茶館 (2013年/2店)	
瓦城泰統集團 (統計至 2014.7.5)	瓦城泰國料理 (1990年/48家) (台灣47店、大陸1店)	瓦城泰國料理 1. Never thought of before *市場第一家結合泰國美食與流行氛圍的餐廳 2. Impossible/possible *爐炒廚房連鎖化讓色香味一致 3. Heart-touching *推動神秘客計畫提升服務品質
	非常泰 (1995年/5家)	
	1010湘 (2006年/10家)	
	大心 (2014年/1家)	
新天地餐飲集團 (統計至 2014.7.5)	宴會館 梧棲店、崇德店、東區店、員林店、 璽悅時尚會館、雅悅會館台北 館、雅悅會館高雄館 (1993年、7家婚宴會館)	新天地宴會館 1. Never thought of before *從小吃起家轉型成宴會館 2. Impossible/possible *台灣第一家上櫃上市餐飲集團 3. Heart-touching *多功能宴會場所適合各種場合需求，燈光 音響、餐點種類眾多，以符合消費者不同 目的的需求
	合.shabu (2012年/1家)	
	上海雅悅新天地 (2012年/1家)	

第三章 「王品」集團的經營與創新



第一節 餐飲業的擴張

綜觀餐飲業的發展過程中，有各種不同的經營形態，不論是速食或餐廳等類型，單一品牌或多品牌的模式中，當企業在區域市場能夠不斷成長、持續擴張下，多以全球化經營為終極目標。

以當前最大的西式速食麥當勞為例，於 1955 年美國芝加哥成立，目前已進駐全世界 119 個國家和擁有 33500 家餐廳，每天有 6900 萬人到店消費，2011 年營業額已高達美金 290 億元(約台幣 8700 億元)。麥當勞訴求快速、品質和服務的標準化，營造出年輕歡樂的用餐氛圍，以單一品牌經營模式不斷向全世界擴張，並以直營、加盟與海外授權方式經營運作，讓麥當勞能對外不斷複製與展店，以達到全球化的擴張目標。(麥當勞官網，2014)

成立已 30 年的全球最大中式連鎖熊貓快餐 (Panda Express)，目前全球擁有近 1600 家分店、橫跨 47 國，年營業額達台幣 600 億元，熊貓餐飲集團旗下有 4 品牌，主要以中國菜為主，有平價快餐和高價訴求氛圍的餐廳，熊貓快餐為達到大規模的連鎖化展店，須精準掌控品質和成本效益，故菜色限制在 20 種以內，並有一致的裝潢、招牌和服務，以進行標準化的作業流程，讓熊貓快餐能快速向海外拓展與成功的關鍵因素之一。(熊貓官網，2014)

定位為高檔西式餐點的茹絲葵 (Ruth's Chris Steak Houses)，隸屬於 Ruth Hospitality Group 旗下之品牌，該集團旗下有 Ruth's Chris Steak House, Mitchell's Fish Market, Columbus Fish Market, Mitchell's Steakhouse, and Cameron's Steakhouse 等 5 品牌，為多品牌的跨國餐飲集團。其中茹絲葵以高雅精緻的用餐情境和木質裝潢的溫馨氛圍，塑造出高貴質感和重視服務品質的牛排餐廳而聞名於世界。茹絲葵在墨西哥、香

港、臺灣、日本和加拿大等國開出超過 120 間餐廳，成為具有 40 年歷史的國際性餐飲品牌。(茹絲葵官網，2014)

由以上餐飲業來看，不同的經營型態與特性，發展出差異化的營運模式，餐飲業雖有區域性的區別，但在持續擴張下，多以全球化經營為最大目標。而餐飲業除了不同的餐點特色外，以高價精緻和情境氛圍塑造的品牌特性，相對無法達到平價經營與標準化作業的快速展店之效，因此，餐飲業的不同特性和差異化經營方式，同時反應在品牌擴張速度與能力上。



第二節 餐飲業的特質

如何在競爭市場上有立足之地，不僅要了解市場、商品定位，還要以不同創新作法才能勝出。餐飲業有許多特性與其他產業不同，餐飲業特質包含品牌屬性、食物設計、氛圍情境和公司治理等部份。

品牌屬性是品牌的類別區分，首先必須針對消費市場，分析出價格定位，在高、中、低不同價格上，區隔消費族群的差異性。而餐飲消費市場，除了食物特色外，還必須塑造出不同的價值感。我們認為，千元以上高價商品而言，要有享受尊貴和物有所值的感覺，中價位商品（1000~500元），則是呈現物超所值的感受，而低價（500~100元）消費，則有平價奢華的氛圍，如圖3所示。

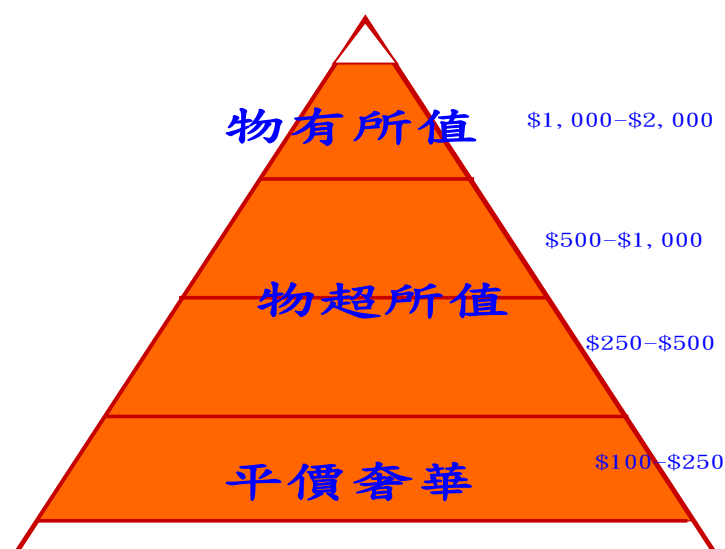


圖3：餐飲特質與價格定位（資料來源：王品集團，2012）

由於餐飲市場上口味多元，在類別屬性的區域差異上，有西式、中式、日式、泰式、韓式或義式等不同分別，區域化發展出多元的餐點口味，以符合現代消費者不同喜好。

其次，在食物設計部分，針對菜色研發、設計和命名須有創意與特色。對於不同品牌屬性，將食材特性加以變化，增加食物的豐富性，提升菜色

的價值感，發揮創意讓菜色研發設計和命名，符合品牌的調性，讓品牌定位與食物設計有其一致性。



因為餐飲是消費者親身體驗的一種過程，故必須營造出用餐的最佳情境氛圍。由於時代進步，消費者對用餐環境益加講究，店內裝潢、制服設計、服務訓練、作業流程、餐具挑選、店鋪音樂等塑造出不同品牌形象。餐廳裝潢浪漫優雅，服務態度熱情奔放，店鋪音樂輕快時尚，都是透過氛圍情境加以呈現。

服務是消費者所重視的一環，因此，建立顧客關係管理機制（Customer Relationship Management），對消費者來店次數、時段、喜好等資料加以紀錄，滿足消費者的不同目的，以提升服務精緻度和價值感。另舉辦各種行銷活動，增進與消費者互動和顧客回流率，利用廚藝競賽來提升專業水準，以創造消費者用餐的愉悅氛圍。

公司治理影響企業經營方針與形象，亦關係企業能否長遠發展，同時也塑造出企業文化。因此，組織經營管理形態是建立企業制度的重要因素。此外，執行 SOP（Standard Operating Procedure）標準作業流程，以達成企業所設定整體目標和品牌定位的一致性，亦是企業長遠發展重要關鍵。

如圖 4 所示，針對餐飲業特性加以分析與研究，進一步在餐飲市場找出經營的利基，創造出消費者對品牌的認同度與價值感。



類別屬性 (品牌)	1. 以區域性區別—美國、日本、中國…… 2. 以價格帶區分—高價、中價、平價
食物設計	菜色選擇、設計、研發與命名  <p>以王品集團為例，各品牌有不同的菜色設計與研發</p>
氛圍情境	1. 靜態：餐廳裝潢、餐具選擇、店鋪音樂、制服設計  <p>餐廳裝潢的差異性，塑造出不同的情境氛圍</p> 2. 動態：服務訓練、作業流程、態度儀容  <p>服務與態度儀容，亦會呈現出用餐的不同氛圍</p> 3. EVENT: *顧客關係管理機制，深耕適客化服務，提升服務的精緻度和價值感，並提升專業技能。 *舉辦各種公益或慶生活動等，增加與消費者互動與顧客回流率 
公司治理	公司制度、SOP、企業文化

圖4：餐飲特質分析（資料來源：游張松，王品集團，本研究整理）



第三節「王品」牛排發展過程

王品集團創立於1993年，第一個品牌「王品」牛排，於11月16日在台中市文心路開幕，市場定位為高價牛排套餐，以金字塔頂端消費者為主，尊貴溫馨的形象，貼心舒適的服務，搭配高雅設計感的裝潢，塑造出都會人文風格，並以「一頭牛僅供6客」為口號，經典主餐深植消費者心中，「王品」牛排儼然成為當時台灣高檔西式牛排的代名詞。

當時台灣的西式牛排，少以全熟料理和套餐形式呈現，由於創新的經營方式，受到消費者的青睞。第二年快速擴展至桃園以南各主要都會區，在桃園、台南、高雄三地開出4家店，營業額從第一年149萬成長到7191萬，業績成長近50倍，為王品集團奠下基礎。

1995年王品集團將「王品」牛排進駐到競爭激烈的台北商圈，開在台北市的南京東路上，以顧客建議卡的會員資料庫直效行銷方式運作，針對會員資料每半年寄發優惠券，和會員生日、結婚紀念日卡片等，創造出營業額貢獻率約四成的佳績。

在定價策略上，以差異定價因應不同區域的消費習慣。從成立初期的580元，首度調漲價格並區分為中北部680元和南部630元。1995年調漲價格，並未影響消費者對「王品」牛排的喜愛，年營業額首度破億達1億8742萬元，「王品」牛排的創新經營手法得到市場認同。

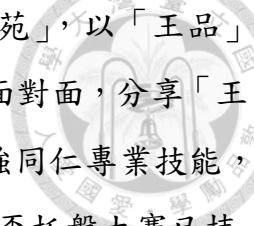
「王品」牛排能受到消費者如此歡迎，品牌定位功不可沒。以高價西式牛排套餐，提供適客化的感動服務，菜色研發、氛圍情境都加以設計，以符合整體的品牌特質，做出市場沒有的全熟牛排商品，「王品」牛排成功塑造出創新品牌定位，如表4所示。

表 4：「王品」牛排創新品牌定位（資料來源：王品集團，本研究整理）

「王品」牛排品牌定位	創新元素
<p>Attributes 產品屬性</p> <p>專業的牛排直營連鎖</p> <p>— 菜色：一頭牛僅供 6 客（第 6 至 8 對肋骨）中式口味佐料醃浸 2 天 2 夜、慢火烘烤 1.5 小時全熟牛排</p> <p>— 服務：依用餐目的提供適客化感動服務</p> <p>— 氣氛：高質感、溫馨、舒適的用餐環境</p> <p>Benefits 利益點</p> <p>彈舌菜色、物有所值</p> <p>Branding — Personality 品牌個性</p> <p>年輕紳士、現代品味</p> <p>— Experience 品牌體驗</p> <p>備受尊崇、人文饗宴</p> <p>— Promise 品牌承諾</p> <p>只款待心中最重要的人</p>	<p>1. Never thought of before</p> <p>*全熟套餐形式的牛排</p> <p>*一頭牛僅供 6 客</p> <p>2. Impossible/possible</p> <p>*尊貴、溫馨、舒適的用餐環境</p> <p>*物有所值</p> <p>3. Heart-touching</p> <p>*只款待心中最重要的人</p> <p>*適客化感動服務</p>

「王品」牛排在 2000 年，突破總來客數 500 萬客的新里程碑，店數達 15 家。隔年，「王品」牛排卻因景氣衰退，遇到品牌建立以來首次挑戰，年度來客數及營業額出現負成長，「王品」牛排立刻調整經營策略並進行品牌再造，將全省套餐價格統一為 1000 元，並進行改裝工程、從菜色調整、服裝改款、餐具變化等更添加人文時尚氛圍，再配合王品 10 週年慶，以「你送十朵玫瑰、我請千元盛宴」的行銷活動，招待 5000 名消費者來店體驗，讓「王品」牛排以新風貌再度呈現給消費者，透過事件行銷給予消費者全新印象，再創品牌高峰。「王品」牛排的創新不只符合市場需求，而且能不斷地修正方向，以達到最佳營運狀態。

2003 年「王品」牛排挾台灣成功經驗進軍海外市場，在大陸成立第一家「上海仙霞店」，成為跨出台灣市場的第一步。「王品」牛排迅速地在對岸站穩腳步，截止 2014 年 6 月已在大陸各地設立 48 家分店。此外，在台灣「王品」牛排也與時俱進，2004 年全面進入網路時代，招募會員進行網



路行銷。此外，為塑造品牌專業形象，每年舉辦「王品學苑」，以「王品」牛排經營管理講座，於全台灣的北、中、南餐廳與消費者面對面，分享「王品」牛排創新經營的方法，內部並舉辦各種廚藝競賽，加強同仁專業技能，對外舉辦王品盃托盤大賽，以提升台灣餐飲業水準，王品盃托盤大賽已持續舉辦7年(2007年開始舉辦)，國內外餐飲相關從業人員和台灣餐飲科系學生，紛紛組團參加，不僅成為台灣餐飲業的創舉，並獲得國內外各界的好評。

「王品」牛排以精準品牌定位，在高價牛排市場佔有一席之地。2013年兩岸合計64家直營店，營業額達37億台幣，年度客數上看250萬客，已成為台灣高檔西式牛排的代表之一。



第四節「王品」牛排創新模式

早期西式牛排套餐以「單一價格」並不多見，服務與菜色不重視 SOP 標準作業流程，餐廳氛圍也不講究整體設計和安全性，而「王品」牛排在品牌定位的整體規畫，讓「王品」牛排勝出於同業，並建立一套創新營運模式。

餐點上創新特色受到消費者支持，「王品」牛排打破餐飲業慣用的單點模式，以「單一定價」和「套餐」形式呈現，特殊節日也不加價，套餐內容包括前菜沙拉、主餐、附餐甜點飲料多種不同組合，並定期更換菜色，顧客能多元選擇並掌握消費預算，讓「王品」牛排創造出品牌的差異性。

在食材部分，「王品」牛排落實食品安全規範，特別選擇國內外優質肉品，國內契約牧場供應肉品具可追溯性，嚴格執行店鋪衛生管理，設有食安人員檢驗餐點與食材的製程與衛生。在餐廳安全性上，逃生門高於法令規範數量以上，廚房後場冷凍設備加裝安全窗特殊設計，以防危險發生，讓消費者和同仁能安心用餐與工作，在經營上有獨創和先進的作法。（王品集團年報，2013）

「客人是恩人」是「王品」牛排的經營宗旨，要為顧客創造出最佳的用餐情境。為塑造更具特色的氛圍，不論個人生日、家庭聚會、商務宴客、喜慶節日等特殊用餐目的時，提供蛋糕或禮品餽贈顧客，甚至穿插魔術或折氣球等即性表演增加與顧客互動，以滿足消費者的各種需求。

此外，設立 0800 專線接聽顧客意見，每月生日結婚卡導入條碼機制，可直接比對顧客消費行為，以及消費客數的行銷數據，開啟「王品」牛排分析顧客消費行為的直效行銷新頁。「王品」牛排並建立顧客關係管理機制，深耕適客化服務，導入行動行銷和網路功能，網站提供各種優惠和品牌訊息，以科技結合 EVENT 來滿足消費者需求，創造出「顧客滿意」的獲



利來源。

「王品」牛排的創新經營模式獲得消費者支持，為提高市場佔有率，必須快速複製展店成效。「王品」牛排執行 SOP 標準作業流程，和 SOC (Station Observation Checklist) 工作站觀察檢查表，讓產品製作和服務流程標準化，以確保品牌定位和餐飲特質能維持既有水準，在食物設計和情境氛圍上也能達一致性。在專業訓練上，採取「206 學分」系統化的教育課程，包含訓練學分、社會學分、證照學分等六部分，因為專業訓練能精準到位，故能做到其他餐飲業難執行的標準化作業，以致能達快速展店之效。

「王品」牛排的創新經營模式，以全熟牛排的創新特質，在 VCC 的創新模式中經由研發、SOP 與氛圍設計、訓練，系統化地改善與循環，做到其他業者難以執行的貼心服務，持續的精進與展店擴張，建立了品牌的卓越差異性，如圖 5 所示。

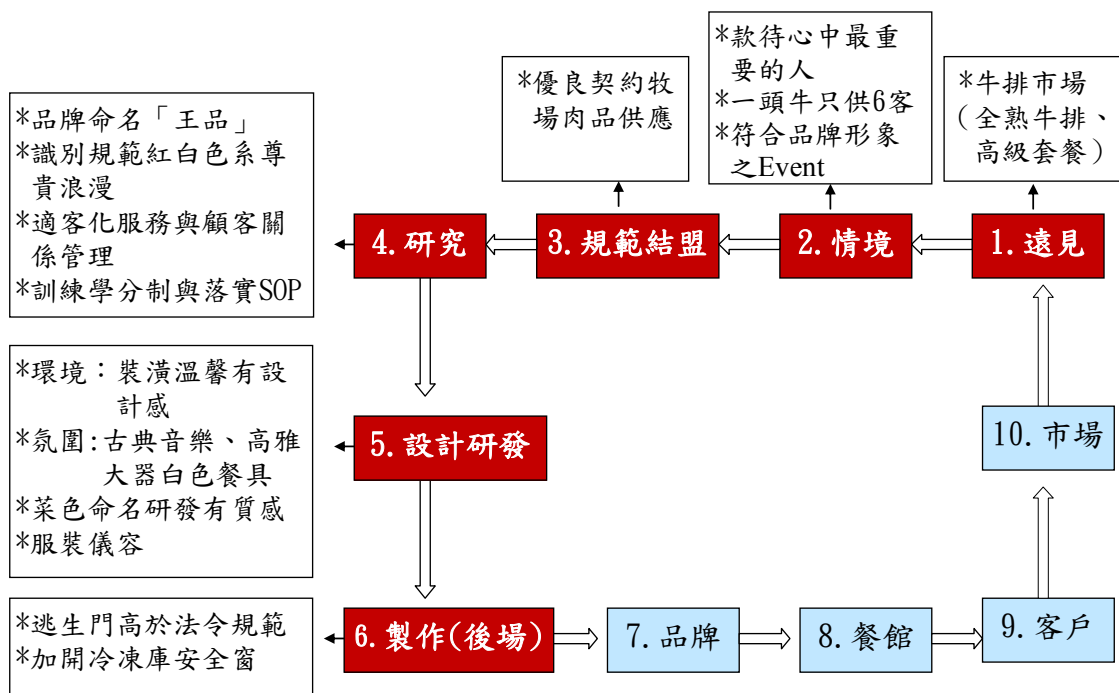


圖 5：「王品」牛排 VCC 價值創造循環 (資料來源：游張松，本研究整理)

「王品」牛排在餐飲特質中，以創新思維為出發點，在組織內部不斷地創新經營，建立一套獨特的運作模式，從 VCC 價值創造循環得以印證。在餐飲特質上，歸納出「王品」牛排 10 大品牌行動，故能達不斷展店之豐碩成果，甚至能創造並複製出新的品牌。「王品」牛排 10 大品牌行動如下：

表 5：「王品」牛排 10 大品牌行動（資料來源：王品集團）

項目	內容
一、品牌命名與識別規範	<ol style="list-style-type: none"> 命名：中文「王品牛排」、英文「Wang Steak」 識別規範色系：主色系-紅，輔助色-灰/白。 品牌花：玫瑰花 象徵意義：尊貴浪漫、真心真情
二、情境氣氛	<ol style="list-style-type: none"> 尊貴⇒高級而不浮華 溫馨⇒適合家庭客 貼心⇒店內設施貼心 具設計感⇒有設計卻不時髦 具有人文氣質
三、服務適客化	<ol style="list-style-type: none"> 依用餐目的提供尊貴貼心服務 顧客關係管理：顧客關係管理與資料庫運作，以增加顧客接觸與回流率
四、服裝儀容	<ol style="list-style-type: none"> 淺灰色立領、背心套裝。女生著及膝裙，男生著正式長褲，呈現專業形象 頭髮整齊乾淨，女生留長髮需梳包頭，上淡妝，呈現好氣色，不可佩帶垂吊式耳環及飾品
五、店舖音樂	<ol style="list-style-type: none"> 古典音樂以鋼琴、小提琴演奏為主 讓人輕鬆舒適的心情，品嚐人文氣息的尊貴饗宴 執行面：尖峰：輕快/節奏稍強 離峰：柔和/輕鬆慢板
六、餐具選用	<ol style="list-style-type: none"> 清新高雅的白色瓷器 具大器感 讓人感覺備受尊崇的尊貴饗宴
七、菜色命名與研發	<ol style="list-style-type: none"> 全熟牛排套餐與單一定價 台灣在地食材運用創意變化，食材呈現價值感 西餐料理概念，新菜研發與創新食材運用，以提升菜色價值和精緻度
八、專業培養	<ol style="list-style-type: none"> 學分制的專業訓練課程 落實 SOP 達整體的一致性

九、安全規範	1. 食材安全檢驗 2. 契約牧場供應肉品具可追溯性。 3. 逃生門高於法令規範、加開冷凍庫安全窗
十、EVENT	1. 主題行銷：與品牌尊貴溫馨形象符合的活動行銷 2. 提升餐飲專業技能之競賽與活動

「王品」牛排持續擴張經營長達 20 年，不只反映在展店數量和營業額成長上，更讓組織能依此模式不斷的創新與發展。從 VPS 中檢視，「王品」牛排的持續創新符合了 VPS 循環，如圖 6 所示。

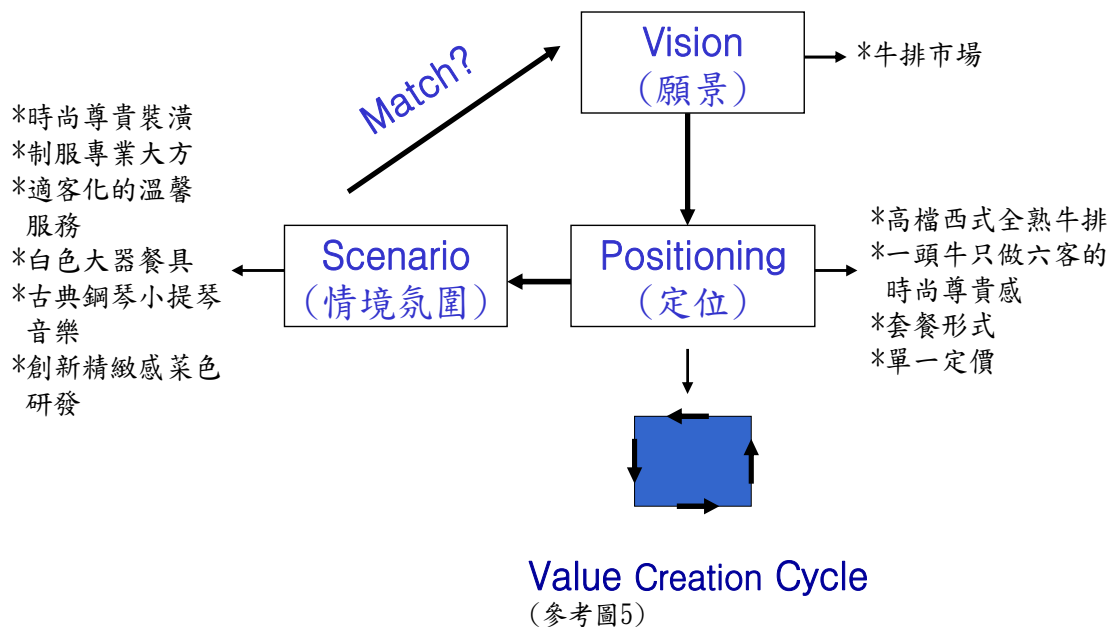


圖 6: 「王品」牛排的 VPS 創新模式(資料來源:本研究整理)

「王品」牛排在 VCC 價值創造與 VPS 持續創新的成功，發展出循環不斷與系統化擴張的優勢，奠定了王品集團多品牌擴張發展的基石。

第四章 王品集團多品牌創新模式



第一節 王品集團的多品牌創新模式

王品集團的創新不只符合市場需求，並且要求不斷地修正以達到最佳營運狀態。「王品」集團在大環境的景氣衰退下，適時修正經營策略與方向，以重新市場定位追求永續經營。

王品集團分析，單一品牌的市場限制，須有其他新品牌投入，才能擴大市場版圖，推動了「醒獅團計畫」，由當時中常會高階主管，推派出能夠創立新事業體的獅王（新品牌領導者），為新品牌做市場規劃與操作執行。創立品牌的獅王與新事業體成立的「品牌小組」，制定出新品牌的價格範圍、產品屬性、消費對象、品牌定位，以完成品牌的核心價值概念，作為發展新品牌的依據。

新事業體的獅王必須分析出市場規模與營運結構，品牌競爭力及開店準備工作等計劃，提供中常會審核並加以討論，經過無數次修改與提案，讓中常會核心主管認可通過後，再經過試菜、調整經營策略等不同階段，目的就是要達到品牌營運的最佳狀況。

「王品」集團多品牌創新運作模式，讓新品牌獅王能複製創新模式並加以執行，但為區隔各品牌定位，王品集團在品牌規畫時，各事業體為獨立運作的組織，事業體的總經理、各級主管、店長、主廚、設計師等，各自有所隸屬的品牌，不會相互任用，為增加各事業體的專業技能，不設立中央廚房，各品牌擁有自己的研發中心，甚至各品牌行銷與公益活動都加以區分，目的就在強調不同品牌的創新力和差異性。而王品集團與其他餐飲業者之多品牌差異如下：



表 6. 王品集團與其他餐飲業者之多品牌差異

王品集團	其他餐飲集團
每一品牌皆有不同的總經理（獅王）	品牌的總經理相同
沒有中央廚房	設有中央廚房
沒有總主廚（以各品牌為研發中心）	有總主廚
各品牌有所屬之設計師	共用一設計師
品牌不用集團名稱	多以集團名稱為主軸
菜色、服務和刻意裝潢區隔	品牌形象雷同
每一個品牌皆有不同性質的公益活動	以集團為主體的單一公益性質活動

新品牌獅王在規劃時，除經營策略與指導原則須符合「17字箴言」，即「客觀化的定位，差異化的優越性、焦點深耕」，與創新循環模式具一致性的準則。

所謂「客觀化的定位」，即市場有需求存在。王品集團「只做市場上有的，不做市場沒有的東西」，要有市場規模存在才做，不會投入少見的料理或餐點，此外，為達品牌經濟效益，5億元台幣以上市場才投入，並以庶民經濟的平價市場為方向，和有全球化的擴張性，是新品牌誕生的考量因素。故創新品牌是否有存在的價值，市場評估調查與數據是客觀化定位最好佐證，即是 Vision 存在的價值性。

而「差異化的優越性」是針對需求如何做出差異化，並將差異化中的優勢呈現，以創造出獨特的價值感和提升競爭力，讓品牌在相同商品中能脫穎而出，即是 Positioning 的品牌定位。

王品集團「套餐形式」在餐飲界獨樹一格，餐點以前菜、主餐和附餐的形式呈現，不僅讓消費者一目了然，也讓餐廳後場運作更具效率。此外，套餐形式有多種菜色的不同搭配，讓消費者用餐時有多元選擇。在價格上

採「單一定價」策略，讓消費者能清楚掌握消費預算，以吸引不同目的消費族群。



「焦點深耕」是指王品集團內的所有品牌，只專注在自己品牌的商品，不會擴張到其他不同商品。如「王品」牛排只有排餐，不會出現火鍋或鐵板燒的料理，在聚焦深耕的情況下，找出符合品牌定位的菜色設計、音樂、餐具等，讓用餐的氛圍情境得以定調，營造出符合消費者用餐的環境。

滿意度是讓消費者一再光臨的重要因素，更是在同業中勝出的原因之一，其背後有完整 SOP 做基礎，因為 SOP 是讓品牌定位與情境氛圍有一致性，也是店鋪能大量複製的關鍵因素（7 家店以上須有 SOP），才能達到有效的市場佔有率，讓品牌優越性得以呈現，即是 Scenario 的情境氛圍。

王品集團的「客觀化的定位，差異化的優越性、焦點深耕」，與 VPS 的多品牌擴張模式，具一致性的準則，如圖 7 所示。

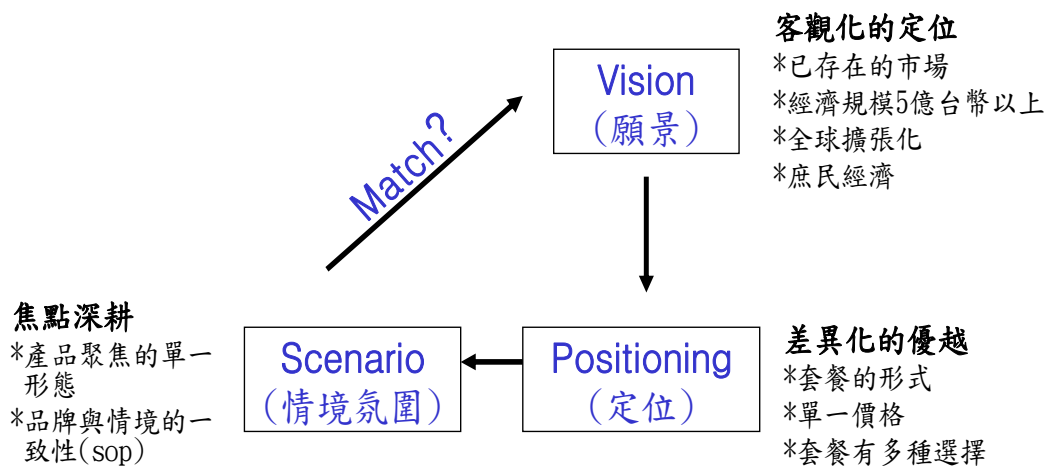


圖 7:王品集團的 VPS 多品牌擴張模式(資料來源:本研究整理)



第二節 王品集團多品牌經營成效

「王品」牛排的成功模式，增加王品集團複製創新能力。在 2001 年創立「西堤」牛排，切入中價位的餐飲市場，將「西堤」牛排塑造成熱情活力的新品牌，以不同菜色設計和服務精神，創造出新的氛圍情境。

「西堤」牛排成立後，隔年「陶板屋」誕生，同樣是中價位牛排的消費模式，以「和風創作料理」日式風格區隔「西堤」西式套餐的差異性，王品集團成功地打造出第三個品牌，對多品牌的創新複製能力更具信心。於是在 2004 年創立「原燒」原味燒肉和「聚」昆布火鍋二個品牌，緊接著 2005 年，再度同時創立「藝奇」日本料理和「夏慕尼」鐵板燒。二年內打造出 4 個不同形態的餐飲品牌，快速提高王品集團的市佔率和能見度。

王品集團評估產業態勢和市場需求，分析多品牌策略為：

1. 市場規模評估：淺碟市場單一品牌容易造成飽和
2. 符合消費需求：符合不同用餐者的目的導向與心理需求
3. 分散經營風險：多品牌可降低單一品牌的營運風險
4. 因應市場趨勢：針對不同時代的趨勢，創造出不同商品（高價走向中價或平價、牛排走向燒肉或火鍋）
5. 人才升遷與流動：擴大組織規模，吸引人才投入與增加流動性
6. 產品複製能力：單一品牌操作達一定規模與能力，能複製另一品牌
7. 提升市場能見度：增加在市場上的能見度與佔有率

自「王品」牛排創新模式成功後，王品集團 2001 到 2005 年短短 5 年，成立 6 個不同品牌，快速佔據中、高價位消費市場，區隔出不同類型的新商品定位，並確立多品牌的營運模式。王品集團發展出的 7 個品牌，定價策略皆是中、高價的消費階層，在考量市場飽和與中高價品牌無法突破展店達百家的門檻，王品集團分析市場需求，思考品牌定位和創新模式，評

估一個能達「百店」的新品牌，勢必要走平價路線，於是有「品田牧場」的誕生。



2007年創立「品田牧場」日式豬排，是王品集團正式走入平價市場的開始。為維持一貫套餐形式，運用品牌創新和定位能力，在平價與品質中找到平衡點，以黃色強調幸福溫暖氛圍，菜色設計以豬排搭配高麗菜和獨家芝麻醬，呈現出日式現代風格與平價幸福感的品牌形象，為新事業體找到方向。

在多品牌運作成熟後，王品集團選擇有廣大市場的火鍋，根據資料分析，台灣約有5000家火鍋店的市場，依其創新能力和複製經驗，並挾其採購成本優勢，找到平價火鍋的利基，2009年「石二鍋」問世，當時以198元（現在調整為218元）低價挑戰火鍋市場，造成餐飲界震撼同時吸引了許多消費的人潮。

雖然肉品一直是王品集團餐點上主力食材，已感受到市場變化與趨勢，並因應時代潮流與消費需求轉變，王品集團朝向環保與無肉料理規畫，擁有VCC和VPS的創新能力，短短三個月時間內，新品牌「舒果」創意蔬食就此誕生，也是王品集團第一個無肉料理的蔬食餐點。

王品集團成功地創立了10個不同品牌。但不以此為滿足，2011年王品集團從「餐」進入「飲」的領域，創立了「曼咖啡」法式蛋糕甜點輕食，創造出平價也有好品質的形象，讓集團的經營多角化，餐飲版圖更趨完整。

王品集團成功建立創新運作模式，故能複製創新朝向多品牌經營，穩坐台灣餐飲龍頭寶座。王品集團海外市場也在不斷擴建，2003年「王品」牛排率先前進大陸市場，成為跨出台灣第一個品牌，從上海第一家店開始，2005年「西堤」牛排也進駐，2013年大陸更創立「花隱」創意懷石料理和



「LAMU 慕」法式無國界料理二個全新品牌，王品集團在大陸餐飲市場開花結果。

2013 年王品集團啟動「國際化元年」計畫，目前大陸已有 4 個品牌經營，台灣也積極地為國際化而努力。2013 年成立第 14 個新品牌「hot 7」平價鉄板燒，2014 年成立第 15 個品牌「ita」義式創意料理，都以簡捷有力英文命名，中西餐具並用的設計，為走向國際而準備。

王品集團多品牌經營與 VPS 創新循環模式吻合，王品集團在 VPS 創新循環之下，尋找成熟的大市場，加以獨特的定位和品牌氛圍，系統化地複製、創造出 15 個不同定位與差異化的餐飲品牌，如圖 8 所示。

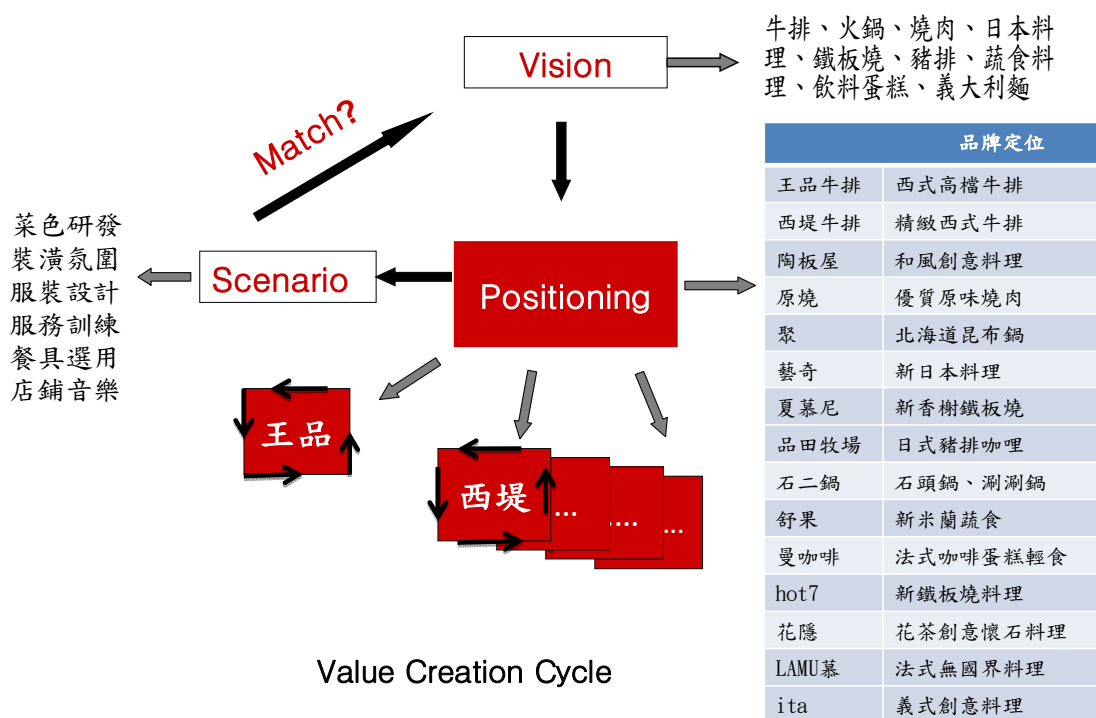


圖 8：王品集團多品牌創新循環（資料來源：本研究整理）

王品集團國際化已愈趨積極。2010年先以「陶板屋」授權代理進軍海外市場，與泰國餐飲業者 ICHI TAN 集團合作，進行海外展店計畫。2012年與菲律賓快樂峰集團合資成立大陸「WJ 石二鍋」。2013年「舒果」與新加坡莆田集團簽署合作方案，王品集團投資 30% 成立「新加坡舒果」，這是王品集團多品牌的新營運模式，也是台灣餐飲業多品牌與創新的最佳範例。

王品集團在創立「王品」牛排後，建立創新的營運模式，並以此為基礎從單店擴張到多店，單一品牌走向多品牌，從高價走向中價與平價，從單一商品走向不同業態，從本土走向跨國。因為有不斷創新的動能，故能向多品牌前進，更能源源不絕的持續創新。

2013年王品集團年營業額達 148 億台幣，兩岸合計店數達 359 家，並創造出不同定位與差異化的多品牌，成為台灣餐飲集團中，多品牌創新經營的成功模式，如表 7、表 8 所示。

表 7：2013 年王品集團各品牌店數與營業額（資料來源：王品集團，2014）

成立時間		王品	西堤	陶板屋	原燒	聚	藝奇	夏慕尼	品田牧場
		1993	2001	2002	2004	2004	2005	2005	2007
展店	台灣	16	41	35	22	31	15	15	29
	大陸	48	25	—	—	—	—	—	—
合計家數		64	66	35	22	31	15	15	29
營業金額 (百萬元)		3,673	3,510	1,731	949	869	677	1,142	745
成立時間		石二鍋	舒果	曼咖啡	花隱	慕	hot 7	總店數	
		2009	2010	2011	2013	2013	2013		
展店	台灣	38	18	11	—	—	2	273	
	大陸	8	—	—	3	2	—	86	
合計家數		46	18	11	3	2	2	359	
營業金額 (百萬元)		773	534	116	87	42	19	14,867	

表 8：王品集團各品牌之定位（資料來源：王品集團，2014）

品牌	產品定位	品牌承諾	品牌個性	品牌圖騰	價格/NT
王品	西式高檔牛排	只款待心中最重要的人	尊貴	玫瑰花	1350
西堤	精緻西式牛排	It's Tasty Let's enjoy	年輕	太陽花	518
陶板屋	和風創作料理	春風有禮、人文饗宴	有禮	薰衣草	518
原燒	優質原味燒肉	原汁原味的好交情	純真	海芋	349、628
聚	北海道昆布鍋	聚在一起的感覺真好	熱忱	天堂鳥	359、540
藝奇	新日本料理	玩味+創意、食藝	時尚	五葉松	698
夏慕尼	新香榭鐵板燒	第一時間先嘗、嘗鮮	浪漫	鳶尾花	1030
品田牧場	日式豬排咖哩	品味幸福、暖暖心田	幸福	蒲公英	258、318
石二鍋	石頭鍋、涮涮鍋	好安心、好涮嘴	朝氣	--	218
舒果	新米蘭舒食	用心感覺食物的美好	青春	--	398
曼咖啡	法式咖啡蛋糕輕食	Happy Monday Happy Everyday	熱情	蝴蝶	55~198
hot 7	新鉄板料理	滋滋原味 快、熱、頌	元氣	鉄板鏟	290
花隱	花茶創意懷食料理	一期一會的極致賞味	花道茶道現代禪風意境	--	1750 (RMB358)
LAMU 慕	法式無國界料理	打開味蕾的美食旅行	摩登、驚艷	--	1750 (RMB358)
ita	創意義式料理	歡樂總是出乎意料	年輕歡樂	--	380

王品集團的創新經營模式，針對不同的品牌定位，依品牌特質與類別屬性，以價格差異和風格設計，塑造出不同的情境氛圍，來滿足不同的消費族群，如圖 9 所示。

情境氛圍

品牌定位 - 價位 v.s 氛圍



品牌定位 - 價位 v.s 風格

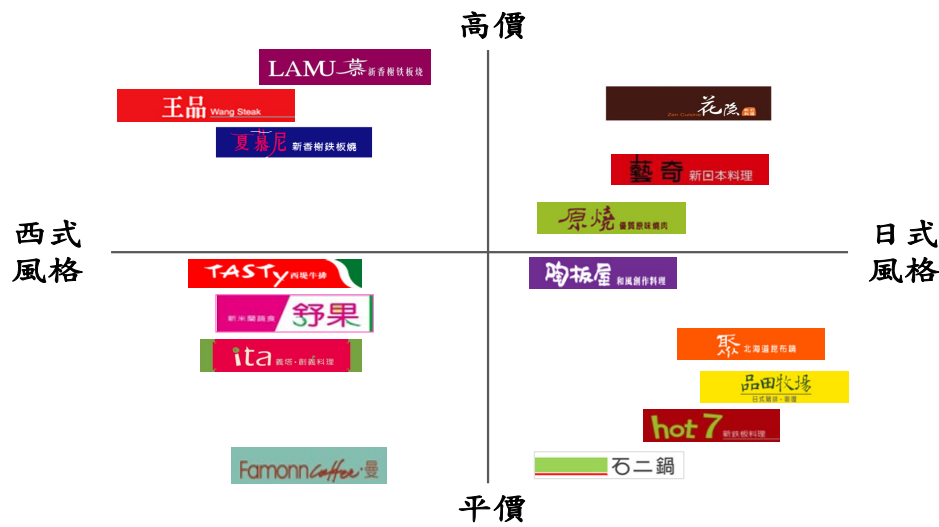


圖 9：王品集團各品牌之情境氛圍（資料來源：王品集團，2014）

王品集團 15 個不同品牌，包含西式、日式、法式等各式餐點，食物也從牛排、燒肉、火鍋到飲料甜點等，為創造出各品牌差異性，在情境氛圍上特別設計，以符合不同品牌定位，並區隔出不同的品牌特性，如表 9 所示。

表 9：王品集團各品牌之特性（資料來源：王品集團，2014）

品牌	類別	食物	氛圍
王品	西式	高價牛排	尊貴而不浮華，服務依用餐目的提供適客化的尊貴貼心服務，服裝儀容淺灰色立領、背心套裝，店舖音樂以古典音樂，餐具選用白色大器感受尊崇，菜色具價值與精緻感。
西堤	西式	中高價牛排	現代地中海風格，年輕熱情有活力，以襯衫加小方巾傳熱情風格，以現代西洋流行音樂，西式彩色餐具讓人看起來熱情大方，菜色研發有獨創性、追求美味及健康趨勢。
陶板屋	日式人文	中高價和風料理	氣氛簡約溫馨、現代和風，服務像老朋友般的溫暖笑容，服裝以紫色為主調有日式風味，店舖播放現代輕音樂，餐具選用講究「形」「器」之美，菜色研發非傳統和風洋食創新

			的日式料理手法。
原燒	燒烤	中高價燒肉	氣氛定調時尚簡約的現代日式風格，柔和燈光與浪漫爵士樂，分享式的服務，服裝雅緻以黑、綠、咖啡紅色系為主調，呈現日式典雅風格搭配浪漫爵士樂，餐具選用自然純淨典雅感，研發以原汁原味自然食材入菜。
聚北海道昆布鍋	火鍋	中低價火鍋	都會新禪風，主人式的服務有賓至如歸的感覺，服裝咖啡色系上衣搭配黑長褲，與店內禪風相呼應，以大自然輕音樂為主，讓人放鬆與舒壓，餐具選用日式禪風餐具，黑白為主要色調，研發菜色呈現精緻嚴選的氣勢。
藝奇	新日本料理	中高價日本料理	定調新東方風情，裝潢紅黑色系的高質感，服務像接待老友般細膩貼心，服裝黑灰搭配紅白色，音樂穩重富節奏感的特色曲風，富日式意境風格，餐具具視覺美感與日式典雅風格、盛盤具意境之美，呈現食材本味。
夏慕尼	新香榭鐵板燒	高價鐵板燒	裝潢圓形舞台增加時尚感，服務浪漫優雅與人文涵養，服裝深藍色西裝外套呈現專業氣質，法式浪漫優雅音樂，餐具選用異國色彩具透光性的，研發滿足鐵板燒做法及具有法式元素的菜色。
品田牧場	日式豬排咖哩	平價日式豬排	溫馨簡約的日式時尚裝潢，親切自然的笑容，讓客人感覺如回家般舒適，服裝傳遞日系青春飽滿的精神、圍裙流露日系花色活潑趣味，現代日系新世紀 NEW AGE 音樂，輕快熱情節奏性強，餐具象牙白、玄黑二色瓷器、搭配溫潤木質器具、方格+不規則紋路的器皿，呈現時尚風格。
舒果	義式蔬食	平價蔬食	蔬食界的 ZARA，繽紛時尚的用餐空間，自然貼心服務，服裝青春活潑，時尚舒適店舖音樂，呈現恣意享受自我生活節奏的義式民謠，餐具選用簡單的白色系餐盤，讓色彩繽紛的蔬果看起來更可口。
曼咖啡	咖啡蛋糕輕食	平價蛋糕輕食	運用時尚 Tiffany 藍營造法式浪漫用餐氛圍，搭配暖色系木製傢俱及沙發，呈現溫馨浪漫氛圍，服裝黑色上衣及長褲呈現專業沉穩氣質，店舖音樂法式優雅悠閒輕音樂，研發新鮮食材手工現作，以精緻亮眼外型設計

			及嚴選進口原物料，呈現五星級的法式甜點。
石二鍋	石頭鍋 涮涮鍋	平價火鍋	以親近簡潔明亮的用餐空間，呈現平價火鍋的設計感，服務氛圍以朝氣喜悅與珍惜顧客的緣分，服裝透氣舒適T恤，音樂混搭拉丁熱情，可以輕鬆的隨時享用，餐具選用簡潔現代的白色主調，菜色新鮮且多元。
hot7	鐵板料理	平價鐵板燒	簡約明亮的新日式鐵板燒風格，搭配輕快有節奏感的拉丁音樂，呈現7道菜的熱情氛圍，加上元氣的服務。
ita	義式料理	義大利麵、 pizza	店內裝潢義式元素混搭現代風格，白色磁磚為主要材質，搭配木頭呈現自然與新鮮的質感，以陽光與熱情打招呼，音樂熱情洋溢的南歐音樂。
LAMU 慕	鐵板燒	高價法式料理	時尚摩登的用餐氣氛，觀賞全程的料理過程，體驗視覺與美味的雙重享受。
花隱	日式料理	高價懷石料理	融合花道現代禪風意境，環境簡約優雅，以花入菜和以花布置店內裝潢，呈現高雅氣氛。

第三節 王品集團多品牌企業經營策略與企業文化

企業能否長久發展，除了表現在公司營收外，決策能力與企業文化也影響企業的未來。王品集團在公司治理上有特殊單位「中常會」，如圖 10 所示，是最高階決策核心。之所以叫「中常會」是仿政黨決策核心單位的創意，從 1994 年起即有「中常會」的運作，目前參加「中常會」的 26 位成員中，皆是王品集團內部組織的核心主管（總監或副總），和各品牌最高負責人（協理、副總或總經理），每星期五召開會議討論集團的計畫推動、營運方向與各部門建議事項，所有重大決策必須經由中常會，以無記名方式投票表決，通過後得以執行。因此，「中常會」是集體領導且共識決策的單位，所有政策在核心成員共識後執行，以減少決策錯誤與執行上的阻力。

王品集團 組織系統圖

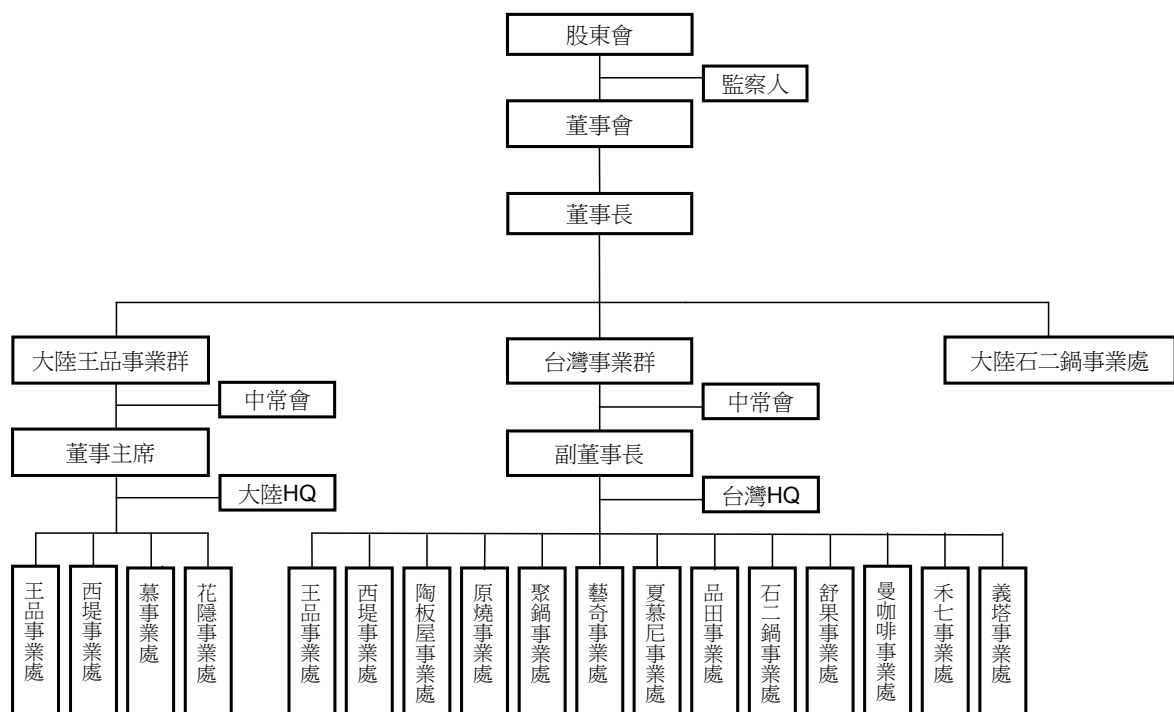


圖 10：王品集團組織圖（資料來源：王品集團，2014）

王品集團深知企業要進步，必須接受外界的不同思維。因此，為吸收外界經驗與避免內部決策盲點，自 1997 年起邀請社會賢達人士，每星期五前往「中常會」演講，受邀貴賓皆敬稱為「王品之師」（王品集團的老師），現已邀請超過五百位貴賓，希望藉由外界不同觀點或經驗分享，讓企業得到最大的助益。

多品牌統一經營理念


王品集團經營理念為「誠實、群力、創新、滿意」。創新呈現在品牌定位和企業思維，滿意是顧客服務和同仁對組織的向心力，集團所舉辦的各種活動，展現出全體的群力，而公司規範裡首重誠實，企業內所有規範都是全體同仁一致遵行，目的在養成誠實為首的企業宗旨。王品集團有許多企業規範，各品牌一體塑造出獨特的經營模式，如表 10 所示。

表 10：王品集團之經營規範（資料來源：王品集團，2014）

項目	內容	訂定時間
不行賄	不官商勾結、沒有紅包文化	2001 年
不受賄	同仁不得接受廠商饋贈，超過百元即當場開除	1995 年
不逃漏稅	不節稅，連合法避稅都不做，誠實納稅	1998 年
不交際應酬	禁止交際應酬	2002 年
禁止關係人交易	廠商不得為公司同仁之親屬或利益關係人，違者取消交易	1999 年
向業界延攬以一人為限	禮聘來的高階主管（六職等以上），禁止再向其原公司挖角	1999 年
保持政治中立	1. 選舉時董事長不得去投票 2. 上司禁止向下屬推銷某一特定候選人 3. 任何人皆不得為政治候選人	1999 年

統一企業文化

王品集團以「敢拚、能賺、愛玩」為口號，要求同仁參與內部舉辦的各種活動，以「學分制」鼓勵參與。每年舉辦許多活動有為期 15 天登「喜馬拉雅山基地營」，5 天行程縱貫全台的「鐵騎貫寶島」，3 天 2 夜攀登台灣最高峰「玉山」，以及「泳渡日月潭」、「馬拉松慢跑」等活動。



此外，「遊百國、嚐百店、登百岳」的三百學分，也是王品集團持續推動的目標，目的在培養同仁的見識、膽識與勇氣，因為考量三百學分在執行上需要有較長的時間，故王品集團將三百學分的活動，當成企業的長期願景，要求同仁以「30 國、30 岳、30 店」，做為短期可達成之目標。

王品集團以「一家人主義」為宗旨，希望同仁進入公司後，這是他們最後一張履歷表。因此，凡事以照顧同仁為出發，制度上有分紅激勵政策，以當月盈餘的 33%，做為下個月全體同仁分紅獎金，財務資訊公開，全體同仁皆可上網查閱。另有 0800 專線，同仁可申訴工作上所受到的不平等待遇，還有保障同仁工作權的「非親條款」（即五職等以上同仁四等親內親屬不能進入公司任職，董事長子女亦不得進入集團工作），並制定許多制度條文如王品「憲法」、「龜毛家族」，就是要讓同仁能有所遵循，並得以安心工作。

「一家人主義」是為保障同仁工作權和增加安全感，而在公司內部也成立多種基金來照顧同仁，從 1995 年「戴勝益同仁安心基金」開始，截至目前為止，王品集團內部共成立了五個基金，做為同仁在緊急事故發生時的急難救助，或照顧同仁子女在就學時所需的獎助學金。

此外，王品集團 2009 年更提出「企業公民責任」，對旗下所有品牌的食材嚴格把關，凡受保護或稀有動植物如鮑魚、魚翅、燕窩等皆不入菜。集團內活動皆以「公益、健康、文化、運動、環保、節能、慈善、保育、教育、關懷」為主軸。品牌的行銷活動中皆加入「一品牌一公益」的概念，讓企業經營與社會回饋緊密結合，各品牌公益活動如下：



表 11：王品集團各品牌公益活動（資料來源：王品集團，2014）

品牌	公益名稱	活動內容	實行日期
陶板屋	【一人一書到偏鄉】	每年舉辦「知書答禮」募書活動，9年來投入公益的人力物力累計超過 5,389 萬元，共募得 187,682 本書。	2005
聚	【筷筷相聚愛地球】	提倡使用環保筷，每年減少使用超過 200 萬雙免洗筷，減少排放 20,000 公斤的二氧化碳。近年來投入 800 萬元製作「環保筷」、「環保袋」等環保商品。 2007~2013 年共超過 9 萬人次持環保筷響應活動。	2007
王品	【送玫瑰把愛傳出去】	不定期舉辦「送玫瑰把愛傳出去」活動，總計送出超過 15 萬朵玫瑰花，以行動幫助花農，並藉由送玫瑰花傳遞人與人之間的關懷。	2008
西堤	【熱血青年站出來】	從 2008 年起每年號召捐血，6 年來全台共募得捐血量達 3,200 萬 CC，投入公益的人力物力已達 3,000 萬元。	2008
原燒	【一人衣愛助兒盟】	每年的「一人衣愛助兒盟」活動，累計 5 屆共售出超過 17 萬件 T-shirt，募集超過 5,000 萬元幫助弱勢兒童。	2009
品田牧場	【幸福袋著走】	從 2012 年起每年舉辦「幸福袋著走」，2 年來全台預估募款達 498 萬，以幫助弱勢團體。	2011
藝奇	【創藝分享日】	每年舉辦「創藝分享日」，與文創設計團體合作，支持文創生活化。2013 年特別結合台灣設計展舉辦「城市創意 x 藝奇同饗 1+1」活動，透過城市創藝帽義賣募集 150 萬元，投入台灣新銳設計發展與關懷弱勢族群。	2011
夏慕尼	【音樂夢飛揚】	「音樂夢飛揚」推廣愛樂文化與關懷音樂教育，結合歐洲表演團體共同為弱勢愛樂種子實踐音樂夢，2013 年 1200 名民眾捐款投入音樂築夢計畫。	2012
石二鍋	【食安驗證 加倍安心】	為消費者的食安把關，大力推動食材安心驗證，並與政府安心認證單位共同合作。已使用 16.8 萬公斤的米、約各 2 萬公斤的鴨肉與豬肉及 6.8 萬公斤米血糕等附餐食材，確保廣大外食族群食的安全。	2012
舒果	【舒果千人行 健康萬步走】	自 2013 年起舉辦「舒果千人行 健康萬步走」健走活動。以「健康、自然、美」的觀念出發，期望民眾逐步養成吃的健康，動的健康的意識，第一年就有超過 2000 位民眾響應，健走出累積 2000 萬步的步數。	2013

王品集團內部除了有嚴謹的組織領導、公司規範，因獨立的品牌運作，故中常會以集體討論與共同決策來凝聚共識，同時建立了「一家人」的企業文化，以源源不絕地創造出多品牌的事業版圖，讓所有同仁能有順暢的升遷管道，對外舉辦多種公益活動，讓王品集團能夠關懷與回饋社會。此外，在企業最重要的營收獲利上，特別設限為每年營收成長10%~30%，獲利範圍為10%~15%，且不得超出設定上限，以不盲目擴張、獲取合理利潤的穩健經營為目標。因為王品集團的創新和獨特性，在VPS和VCC的創新經營模式中，不僅能不斷複製出新品牌，亦能建立可長可久的餐飲事業版圖，如下圖所示。

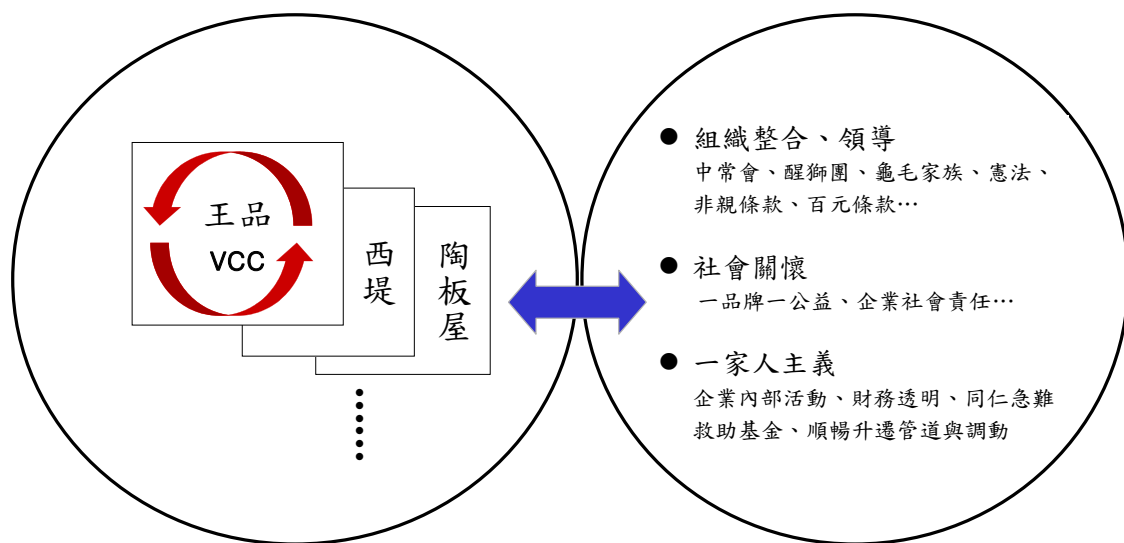


圖 11:VCC 與王品集團多品牌企業經營策略與文化

(資料來源:游張松，本研究整理 2014)

第四節 王品集團多品牌之長程發展策略及其關鍵成功因素

一般企業為了追求擴張，以垂直整合來降低營運成本，或以連鎖方式來擴張經濟規模，或以產品的多元化發展，來爭取更大的市場，如圖 12 所示。本節之目的旨在推演王品集團的持續創新與擴張的長程發展之成功關鍵因素，作為餐飲業爾後長程發展的建議。

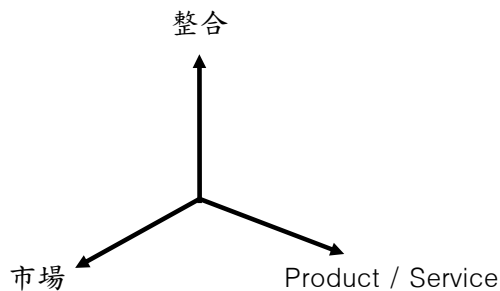


圖 12 企業追求擴張之策略（資料來源:游張松，2015）

王品集團是以不斷創新和擴張市場，來建立餐飲集團的版圖。本節以前面章節所得到創新三元素、VPS 與 VCC 的創新循環理論，來推演王品集團持續創新與擴張的策略發展依據。簡要言之，就是依據創新三元素

(Never thought of before, Impossible/possible, Heart-touching) 整合創新循環 VPS 理論架構，再以 VPS 引導出企業發展的長程策略。

本節根據創新定義與 VPS 創新循環的理論，展開從創新三元素到持續創新與擴張的策略架構，推演王品集團的持續創新與擴張策略，作為爾後持續發展的建議，如圖 13 所示。圖 13 主要包括兩大部分：

- (1) 從創新三元素到 VPS 之創新對應與持續整合。
- (2) 從 VPS 推演長程發展策略。

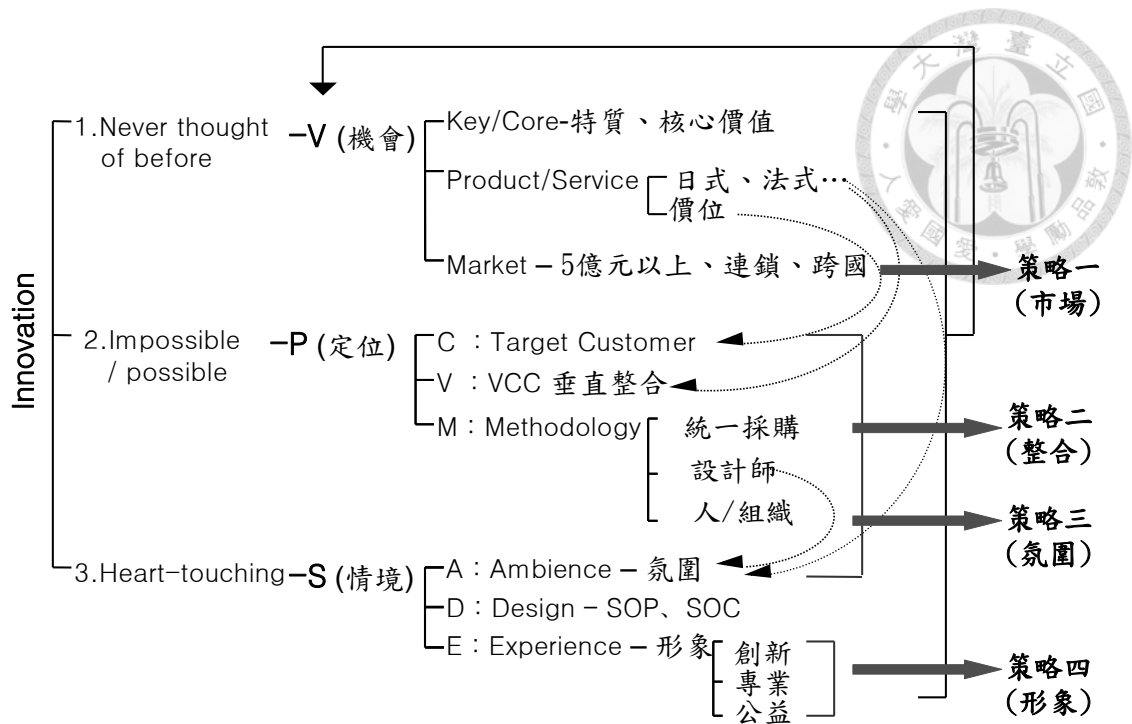


圖 13:王品集團多品牌持續創新循環圖(資料來源:游張松, 2015)

有關從創新三元素到 VPS 之創新對應與持續整合部份，說明如下：

1. [Never Thought of Before → Vision]：在創新特質架構下（圖 13），做到別人沒有做過的創新模式（Never thought of before），推演出從 VPS 創新循環找到市場最大機會點（Vision）。王品集團經營模式是在餐飲核心特質下，建立不同產品類別的市場區隔，每個新品牌創立須有 5 億台幣以上年營收規模，並能達到連鎖和跨國的品牌效益，以符合新品牌創新和擴張的市場目標。

2. [Impossible/Possible → Positioning]：做到別人無法做到的（Impossible/possible）為另一創新特質，就是 VPS 創新循環的品牌定位（Positioning）。王品集團聚焦各品牌獨特性，區隔出目標客群，達到多品牌的差異化。因此，各品牌禁止與其他品牌混搭、互相援用，必須擁有獨立專屬設計師、獨立發展創新特色，並以 VCC 產業鍊設計做獨特的垂直整合。在組織與人才方法上，各品牌獨立運作，人員不得兼任其他品牌職務。王品集團同時要求各品牌以統一採購來達成集團的資

源整合。故王品集團以明確的定位，發展出獨立多品牌、差異化創新發展又統合採購資源的發展模式。



3. [Heart Touching → Scenerio]：在感動服務 (Heart-touching) 特質上，即是 VPS 創新循環的情境 (Scenario)。王品集團依品牌差異性，在餐廳裝潢、菜色、餐具、音樂、服務等氛圍加以區隔，以不同設計師營造出獨特的用餐情境。教育訓練上，以 SOP 與 SOC 讓各品牌與情境具有一致性，創造出專業貼心的服務氛圍，品牌還與各種公益活動相連結，塑造出王品集團創新、公益和專業貼心的企業形象。

有關從 VPS 推演長程發展策略的成功關鍵因素，說明如下：

在創新特質與 VPS 創新循環理論的架構下，本文歸納出王品集團持續創新與擴張的 4 大擴張策略及其長程發展之成功關鍵因素：

策略一、市場擴張策略：

1. 年營收 5 億台幣以上規模的設立要件

2. 連鎖和跨國發展的擴張要件

已創立 15 個差異化品牌的王品集團，在新品牌創立時，除具有餐飲與核心特質外，須有 5 億台幣以上年營收規模，並擁有連鎖和跨國發展的可行性，以達到新品牌創立的經濟效益。

王品集團以單一餐點市場總規模的十分之一，做為新品牌成立的營運標準。以石二鍋為例，台灣擁有超過百億台幣的火鍋市場，故有品牌發展的可行性，2009 年石二鍋創立，2014 年年營業額達 10 億台幣。台灣披薩市場商機評估達 50 億台幣，2014 年 6 月王品集團成立了新品牌 ita，成立半年全省已開出 4 店，營業額達 5,000 萬台幣，2015 年預計展店家數達 8 家，目前 ita 雖尚未達 5 億台幣營收，但已加速連鎖展店及向 5 億台幣營

運目標前進。目前王品集團年營收超過5億台幣以上已有10個品牌(原燒、王品、聚、藝奇、夏慕尼、西堤、陶板、品田、舒果、石二鍋)。

王品集團以品牌連鎖達到有效控管與經營效率。王品集團所有店鋪皆直營，總部以直接投資方式運作，因此，集團能控管旗下所有店鋪，營運策略也能直接下達與快速執行，且能凝聚多品牌的向心力，以最大效率達成集團策略與目標。

王品集團在跨國戰略上，除與菲律賓快樂蜂 Jollibee 餐飲集團合資，在大陸成立「WJ 石二鍋」，另與新加坡莆田公司合作，將舒果引進當地，並與世界最大中式快餐貓熊集團 Panda Express 合資，於2016年在美國成立原燒的品牌餐廳。而王品集團的跨國合作策略，是採取海外授權的合資方式，出資比例設定低於50%，目的在維持台灣持續發展多品牌的動能，讓不斷創立的新品牌能夠擴張至全球，如表12所示。王品集團以市場擴張策略，朝向全球化多品牌餐飲集團邁進。

表 12：王品集團的跨國市場擴張（資料來源：王品集團，2015）

授權品牌	Tokiya 陶板屋	12 hotpot 石二鍋	Sufood 舒果	YakiYan 原燒
授權地區	泰國	中國(含港澳)	新加坡	美國
主要合作對象	Kin Kab Tan Co., Ltd. (母公司: Ichitan Group Co., Ltd. 泰國壹集團)	Jollibee Foods Corporation (Jollibee Worldwide Pte. Ltd.) 快樂蜂餐飲集團	Pu Tien Restaurant Pte. Ltd. 莆田餐館有限公司	Panda Restaurant Group (PFV Barbecue, LLC.) 熊貓餐飲集團
合約形式	授權	合資、授權	合資、授權	合資、授權
初始合資比例	NA	45% vs 45%(王品) (10%其他)	70% vs 30%(王品)	75% vs 25%(王品)
首店開幕日期	2011.09.01 (2014.03.10 閉店) 二店開幕:2012.03.01	2013.01.31	2014.05.28	2016.02(預計)

策略二、集團整合策略：統一採購、品保、經濟規模與產業合作

為達到最大經濟規模效益，王品集團以集團整合策略為指導方針。

1. 王品集團旗下各品牌，不論菜系或品牌屬性為何，皆以集團整合策略的統一採購模式，達到最佳經濟效益（圖 14）：圖中的經濟學基本原理顯示，採購數量越少，採購成本越高，採購數量越多，採購成本就越多。為降低成本，餐飲業莫不希望以量制價，但牽涉到保存期限，新鮮度，來客數等問題，採購成本很難最佳化。但王品由於以統一採購及隔月現金給付方式，且有多品牌，店數多、來客數大，得以大採購量得到最低進貨成本，增加經營上的獲利空間。

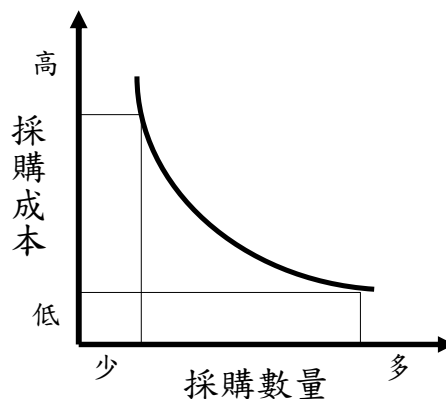


圖 14: 王品集團統一採購成本與數量變化(資料來源:游張松，2015)

2. 以統一採購執行食材審核與建檔管理，發揮食安控管效能。

王品集團統一採購是以食材品質而非以價格為採購導向，對食材控管和品質保證層層把關，嚴格成品檢核和「二階物料管理制度」，強化食材溯源管理的食安機制，以訪廠方式來稽核供貨商的各項品質，2015 年計畫將食品安全管理程序導入資訊系統（又稱食品雲），透過系統化有效管理食材審核與資料收集等程序，建構可追溯食品安全的管理系統，透明供應鏈以增加消費者信任，提升食品安全管理水準。



3. 為增進產業互惠合作：與供應商建立良好合作關係，每年舉辦績優供應商表揚大會，並規範內部不得退佣、不收受廠商 100 元以上好處（違反者開除懲戒），確保彼此長久合作關係，達到雙贏的產業合作模式。

在集團整合策略上，未來新品牌成立都以統一採購模式作業，讓新品牌獲得最大的資源整合優勢，達到集團營運的最大綜效。

策略三、品牌與氛圍策略：一獅王/一品牌、一定位、一氛圍

王品集團為做到品牌與氛圍的差異化，在品牌定位策略，以不同的市場與目標客群加以區隔。在氛圍策略部分，各品牌皆有不同獨立專屬設計師，讓品牌氛圍彼此不受干擾。

1. 一位獅王（總經理）只管理一個品牌：

在品牌與氛圍策略下，為強化各品牌定位，除了一位獅王（總經理）只管理一個品牌（若其另創立新品牌，須將原有品牌交給另位管理者），在組織與人才上加以規範，不共同使用集團名稱，各品牌獨立運作，沒有總主廚，不設立中央廚房，人員也不得兼任其他品牌職務，目的在維持品牌的差異性。在氛圍上，除以不同產品與服務的單一定價和套餐的獨特餐點形式，各品牌有專屬設計師，目的在塑造出品牌差異化的氛圍。

2. 一品牌、一定位、一氛圍：

王品集團的品牌與氛圍策略方針是一品牌、一定位、一氛圍，以組織、人才與設計師的獨立性，讓品牌定位與氛圍結合，故能不斷創新品牌，並持續擴大多品牌的差異性。

策略四、企業形象策略：創新、專業貼心公益與一家人主義

如前一節所述，王品集團以不斷創新、專業貼心與社會公益，建立了企業形象。



1. 不斷創新：

王品集團各品牌在內部的餐飲特質和餐點研發上不斷推陳出新。更以「一年一個新品牌」鼓勵創新，故王品集團能源源不絕地持續創新。

2. 專業貼心、公益：

在教育訓練以 SOP、SOC 和客製化獨特的貼心服務，建立了專業貼心的形象。並推動「一品牌一公益」，即每一品牌皆發起一項公益活動，從捐血、捐書、健走、環保愛地球、幫助弱勢兒童等活動，讓各品牌與公益結合，以回饋社會為使命。

3. 一家人主義：王品集團講求「一家人主義」，除設有同仁急難求助基金，以照顧全體同仁為宗旨，做到財務透明和分紅制度，與同仁共享經營成果。並制訂「龜毛家族」(附件一)與「憲法」(附件二)，建立誠實的企業文化。

王品集團將品牌創新、專業貼心、公益使命和一家人主義的企業文化徹底執行，建立了王品集團獨有的企業形象。

第五章 結論



本研究從台灣餐飲市場來看，以 VCC 和 VPS 來分析餐飲業者經營之模式，和「王品」牛排與王品集團創新運作的成功方式，可歸納為以下三點：

一、餐飲業的特質為品牌定位、食物設計、情境氛圍和企業經營形態。

創新是餐飲業的常態，許多企業透過創新，區隔市場和保持競爭優勢。然而若要長久不墜的經營，還需要系統化改善以及持續創新的能力。

餐飲業進入門檻較低，相對退出門檻也低，要在餐飲市場存活並持續成長，創新成為常態而且必要的選擇。競爭激烈的餐飲市場，創新只是基本要件，若要長久不墜的經營，還需要系統化改善以及持續創新的能力。

二、「王品」集團的價值創造及其正向循環，在 VCC 的價值創造模式中得到印證：「王品」以全熟牛排的創新特質，在 VCC 的創新模式中經由研發、SOP 與氛圍設計、訓練，系統化地改善與循環，做到其他業者難以執行的貼心服務，持續的精進與展店擴張，建立了品牌的卓越差異性。

「王品」牛排在品牌定位上展現了企業的遠見性，以當時市場上少見的全熟套餐牛排為商品，塑造出「一頭牛只供六客」的尊貴氛圍，和款待心中最重要的人獨特性。在食材部分，特選優良契約牧場提供的肉品，達到來源的可追溯性，為食品安全嚴格把關。另用心在顧客服務的研究設計上，以訓練學分制來落實 SOP，達到適客化服務和顧客關係管理系統，讓顧客用餐時能有最佳的滿意狀況。此外，在餐廳的情境氛圍，以古典音樂、大器餐具和服裝儀容有整體設計，甚至在餐廳後場製作，都有加裝冷凍櫃安全窗和高於法規的逃生設施，讓餐廳

內工作或用餐都能達到最高的安全規格，「王品」牛排在品牌上符合了 VCC 的全面創新性。



從 VCC 的創新模式來檢視，「王品」集團的持續循環和不斷改善，讓品牌達到最佳運作狀況，因此能不斷展店，讓「王品」集團有更好的營運績效，進而達到規模化的經濟效益，獲得更優惠採購價格和更好食材供應，再加以回饋給消費者，所以能全面提升品質的優質循環，故能讓「王品」集團生生不息的創新運作。

「王品」集團除了品牌創新外，更做到餐飲業難以執行的 SOP，讓餐點與服務做的更到位，品牌定位與情境氛圍達到一致性，加速複製展店的成效。因此，在創新過程中，王品集團創新成為系統化的經營模式，是王品集團現階段得以成功的一大重點。

以「王品」集團為例，為求永續發展，餐飲業的持續創新策略為何？多品牌經營的成功因素又是什麼？

三、「王品」集團的不斷創新，在第四章以 VPS 創新循環模式印證：多品牌策略是王品集團持續創新策略之重點，並且是未來永續發展的基石。王品集團以獨特的定位和品牌氛圍，系統化地複製、創造出 15 個不同定位/差異化的餐飲品牌。

一般常見的創新是「做別人沒有做過的」，而王品集團卻是在市場找「別人做過」、「已經證明市場極大」的來做，是極其獨特的創新作法。在此，我們檢視王品集團的運作模式，如何達到多品牌的創新經營。

王品集團從「王品」牛排單一品牌出發，以 VPS 為基礎，系統化

地複製出不同特色的多樣品牌，達到多品牌的創新循環模式。

四、「王品」集團的不斷擴張，在第四章第四節進一步根據創新定義與 VPS 創新循環的理論，展開從創新三元素到持續創新與擴張的策略架構。透過 VPS 來檢視王品集團在品牌擴張過程的模式：

(1) 在 Vision 部分，

1. 做已存在的市場，不做市場沒有的東西。
2. 經濟規模須達 5 億台幣以上，才具有經濟效益。
3. 不只在台灣有市場，也要能達到全球化的擴張。
4. 為符合市場需求和企業社會責任，朝向庶民經濟為目標。

(2) 在 Positioning 部分，

1. 以套餐形式為主，區隔出市場的差異性。
2. 單一定價讓顧客能清楚消費預算。
3. 套餐有多種選擇性。

(3) 在 Scenario 部分，

1. 產品聚焦的單一型態，一個品牌只有一種產品，不會溢散到其他範圍。
2. 品牌與情境的一致性，定出價格範圍和目標客群，讓服務與製作的 SOP 配合情境氛圍達到一致性。

王品集團醒獅團計畫的獅王，依 VPS 提出新品牌規畫，交由中常會主管加以檢視審核，經過不斷討論與修正，以達到最理想的狀態，在符合 VPS 的規範下新品牌得以運作，在此模式下可以持續源源不絕的創造出新的品牌來。王品集團從最早創立的「王品」牛排，到最新的「ita」義式料理誕

生，已成功地創造出 15 個品牌，並涵蓋不同價位和差異化的餐飲料理，不僅讓王品集團成功建立出多品牌的創新經營模式，甚至將品牌擴張到大陸、泰國和新加坡的海外市場。



王品集團建立了自己的餐飲版圖，在與其他餐飲業者多品牌的差異上，也有 7 項之不同：

1. 每一品牌都有不同的總經理。
2. 無中央廚房。
3. 沒有總主廚。
4. 各品牌有自己所屬的設計師。
5. 所有品牌皆不用集團名稱。
6. 各品牌菜色、服務和裝潢都刻意加以區隔。
7. 各品牌皆有不同性質的公益活動。

目的在強調各品牌的創新與差異性，因此，能將多品牌做到更勝出於同業。

五、經由創新特質與 VPS 的理論的架構分析得知，王品集團持續創新與擴張的 4 大擴張策略及其長程發展關鍵成功因素則是：

策略一、市場擴張策略：

1. 年營收 5 億台幣以上規模的設立要件
2. 連鎖和跨國發展的擴張要件

策略二、集團整合策略：統一採購、品保、經濟規模與產業合作

為達到最大經濟規模效益，王品集團以集團整合策略為指導方針。

策略三、品牌與氛圍策略：一獅王/一品牌、一定位、一氛圍

王品集團為做到品牌與氛圍的差異化，在品牌定位策略，以

不同的市場與目標客群加以區隔。在氛圍策略部分，各品牌皆有不同獨立專屬設計師，讓品牌氛圍彼此不受干擾。



策略四、企業形象策略：創新、專業貼心公益與一家人主義

王品集團以不斷創新、專業貼心與社會公益，建立了企業形象。王品集團將品牌創新、專業貼心、公益使命和一家人主義的企業文化徹底執行，建立了王品集團獨有的企業形象。

王品集團的多品牌經營呼應了 VPS 與 VCC 模式的持續創新與擴張特質。王品集團因此在品牌創造上，有更廣大的發展空間。經由組織整合與領導的特色，如中常會集體決策、醒獅團計畫，和一家人主義、社會關懷等的獨特的企業文化，王品集團結合了創新模式、公司治理和企業文化相結合，故能持續擴大且長久地經營多品牌的餐飲版圖。王品集團過去成功之歷程，創新策略之擬定與執行，以至於未來長久發展所使用的多品牌創新模式，以及本文推導出之未來發展關鍵成功因素，應可做為餐飲集團業者與相關研究者進一步研究的參考。

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附件

憲 法

The Constitution



1. 任何人均不得接受廠商 100 元以上的好處。觸犯此天條者，唯一開除。
2. 同仁的親戚禁止進入公司任職。
3. 公司不得與同仁的親戚做買賣交易或業務往來。
4. 舉債金額不得超出資產的 30%。
5. 公司與董事長均不得對外作背書或保證。
6. 不作本業以外的經營與投資。
7. 經營成果以每年 EPS10 元以上為目標。
8. 奉行「顧客第一，同仁第二，股東第三」之準則。
9. 懲戒時，需依下列四要件，始得判決：
 - A. 當事人自白書
 - B. 當事人親臨中常會
 - C. 公開辯論
 - D. 不記名投票
10. 同仁的考績，保留 15% 給「審核權人」與「裁決權人」作彈性調整。
11. 每週五開中常會，集體決策。

(2004 年 06 月 28 日首版)
(2013 年 08 月 20 日修正)

龜毛家族 KM Family



1. 遲到者，每分鐘罰 100 元。
2. 公司沒有交際費。(特殊狀況需事先呈報)
3. 上司不聽耳語，讓耳語文化在公司絕跡。
4. 被公司挖角禮聘來的高階同仁(六職等以上)，禁止再向其原任公司挖角。
5. 王品人應完成「3 個 30」。
(一生登 30 座百岳、一生遊 30 個國家、一年吃 30 家餐廳)
6. 中常會、二代菁英、聯合會成員和總部同仁，每天需步行 10000 步。
7. 迷信六不：不放生、不印善書、不問神明、不算命、不看座向方位、不擇日。
8. 少燒金紙：每次拜拜金紙費用不超過 100 元。
9. 對外演講每人每月總共不得超出二場。
10. 演講或座談會等酬勞，當場捐給兒童福利聯盟文教基金會。
11. 公務利得之紀念品或禮品，一律歸公，不得私用。
12. 可以參加社團，但不得當社團負責人。
13. 過年時，不需向上司拜年。
14. 上司不得接受下屬為其所辦的慶生活動。
(上司可以接受的慶生禮是一張卡片、一通電話或當面道賀)
15. 上司不得接受下屬財物、禮物之贈予。
(上司結婚時，下屬送的禮金或禮物不得超出 1,000 元)
16. 如屬團體性、慰勞性及例行性且在公開場所之聚餐及使用飲料，上司可以使用，不受贈予規範。
17. 上司不得向下屬借貸與邀會。
18. 任何人皆不得為政治候選人。
19. 上司禁止向下屬推銷某一特定候選人。
20. 選舉時，董事長不得去投票。
21. 購車總價不超出 150 萬元。
22. 不崇尚名貴品牌。
23. 不使用仿冒品。
24. 辦公室夠用就好，不求豪華派頭。
25. 禁止作股票，若要投資是可以的，但買進與賣出的時間，需在一年以上。
26. 個人儘量避免與公司往來的廠商作私人交易。

27. 除非是非常優秀的人才，否則勿推薦給你的下屬任用。
28. 除非是非常傑出的廠商，否則勿推薦給你的下屬採用。

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(2013年08月20日修正)



Chapter 1: Introduction

Section 1: Research Background



Many industries have been buffeted by the rapid changes that we have seen in the global economy. With the instability in the economic climate over the last few years, production volumes have slipped, and private investment has been rather conservative. Everybody has to eat, however, and the catering industry has been able to buck the trend. Not only has it been able to avoid the slowdown, it has actually been doing quite well for itself.

According to the Ministry of Economic Affairs Department of Statistics, the 2013 annual turnover for Taiwan's catering industry was NT\$390 billion (US\$12.83 billion), while there were a total of 120,000 restaurants in Taiwan in 2012, an increase of 2.8 percent from the previous year. Business revenues and the number of premises rose for three years in a row. In addition, there was an increase in the number of chain franchises in Taiwan in 2013 compared to 2012, on average three new restaurants opening every day, demonstrating the vibrant nature of Taiwan's catering industry (Taiwan Chain Stores and Franchise Association; Commerce Development Research Institute).

Society is constantly changing. We are seeing smaller family units and more professional women in the workplace, and eating out continues to become more popular, giving continued impetus to growth of the catering industry, expanding business opportunities and incentives as food companies battle it out to get their share of the food market pie.

With rising incomes and improvements in the quality of food, together with a new emphasis on personal health and changes brought by increased globalization, we have witnessed considerable shifts in consumers' tastes. Individual interests change with the times, and people now enjoy greater choice and variety, so the catering industry has developed different business models in order to cater to the market demand and consumer requirements.

The catering industry has come a long way; not only in terms of innovative approaches but also in the way it has gradually moved in the direction of the multi-brand model and corporate business. In addition, many companies have become listed. All this means that the present catering industry is conspicuously varied and diverse.



Given the high number of players competing in the food market, brand management has become an important core value. How to carve out a niche for yourself in the consumer market, to create a unique ambience for your restaurant, or how to tailor the service you provide to what the consumer wants, are all key factors in ensuring that the consumer keeps coming back.

Taiwan is said to have a shallow-dish economy which quickly becomes saturated, so businesses are searching for a successful brand management model that can be replicated and used to carve out market niches, to extend their reach and perhaps even enable them to become an international food group with business interests beyond Taiwan.

Compared to hi-tech industries and other capital-intensive industries, the catering industry has a low entry threshold, and has in the past been considered a sector that does not demand much research. There are few, if any, classic examples to study or discuss. This paper will therefore examine the current state of the sector, and how models of innovation have created multi-branding, to establish the theoretical foundations for reference and implementation.

Section 2: Research Goals

Looking at the development of Taiwan's catering industry, it has gone from a simple need to just fill the belly and satisfy the appetite to the ability to eat well. Taiwan's food market has also seen much diversification: It has moved from a focus on local foods to more interest in international cuisines, from single restaurants to chains, and from single brands to many.

The current catering industry in Taiwan, crowded with many players vying for the market, has international brands entering through licensing agreements, such as Starbucks with President Chain Store Corp and Saboten Tonkatsu deep-fried breaded pork cutlet with the Dachan Great Wall Group. There are also many transnationals diversifying into the catering industry, such as TECO Electric & Machinery and Tsann Kuen Trans-Nation Group (the 3C channel distributors), as well as original Taiwanese brands. Conspicuous examples include Sushi Express, which operates the Sushi Express chain that has already expanded into Hong Kong and Singapore, and Gourmet Master's 85C Bakery Café, which has started a craze for Taiwanese style breads in the US.

Wowprime Corp is the largest food group in Taiwan. In the two decades since it was established in 1993 it has increased in value from the initial NT\$2.5 million in venture capital to a turnover of NT\$15 billion when listed. In addition to its considerable business scope, it has also successfully established its brand and reputation within Taiwan's catering industry. The innovation and unique characteristics of Wowprime Corp have led to the multi-branding business model within the industry.

An overview of the Taiwan market suggests that the catering industry has never looked so good. There are differences in the business models used and other specific characteristics of the catering industry when compared with other industries. By analyzing Wowprime Corp's unique market innovation and multi-branding model we can establish a set of theoretical foundations to give other food providers alternative options to consider, and to serve as a basis and reference for the development of their businesses going forward.

This study will look at the following:

- 1) Whether food providers need more innovation in their business operations
- 2) An overview and analysis of Wowprime steak's business model
- 3) Wowprime Corp's long-term sustainability





Section 3: Research Process

This paper is divided into five chapters. The first chapter is the introduction, concentrating on the background and objectives of the present study. Chapter 2 is a literature review, summarizing the theoretical frameworks widely applied to industry and operations analysis, the Value Creation Cycle (VCC), explaining the Vision Positioning Scenario (VPS) required for sustained multi-branding innovation (Yu Chang-sung), and analyzing current innovation and development within the catering industry. In Chapter 3 we discuss specific characteristics of the catering industry, and apply VCC analysis to innovation and development of the Wowprime Steak business model. The fourth chapter looks at the success of Wowprime Steak and applies VPS theory to the multi-branding innovation model used by Wowprime Corp, and explores its corporate culture and business performance. Chapter 5 is the conclusion.

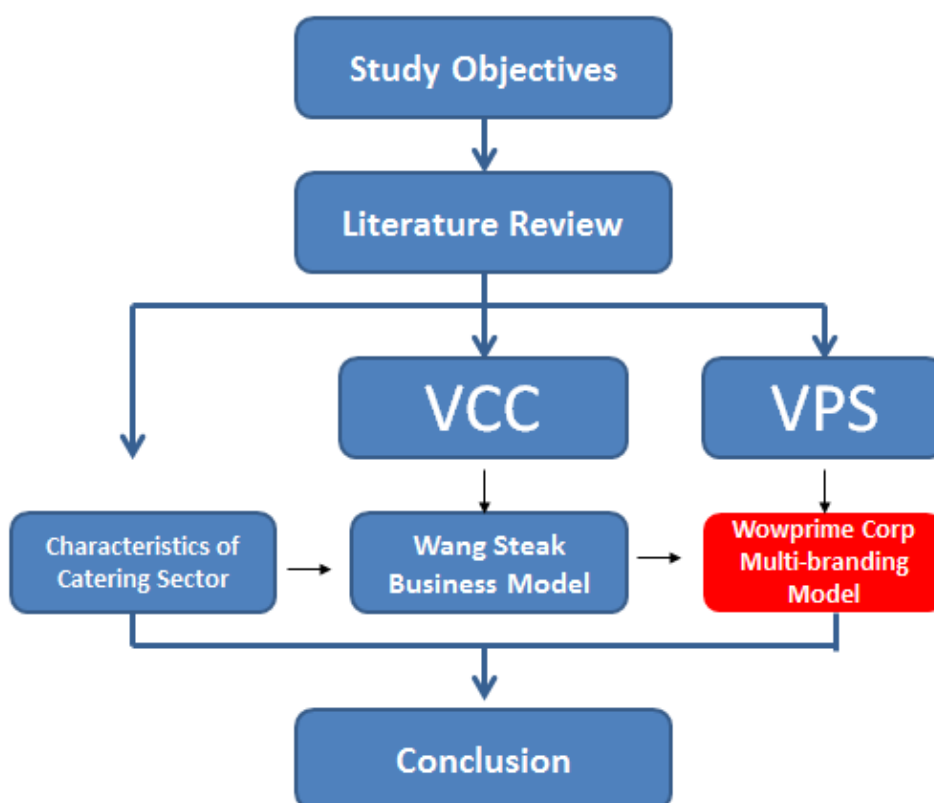


Figure 1 Study Structure (Source: Combined research for this paper)

Chapter 2: Literature Review



Section 1: VCC and VPS

With the passage of time and with rapid social change, consumers are looking for a greater diversity of choices, and companies are finding they must respond by innovating in order to survive and grow. VCC provides a theoretical framework for industrial and business operations analysis. It enables companies in the wider consumer market to conduct an analysis of the competition in their industry and their target niche market, and identify which consumer demands have yet to be met. They can then develop a suitable product, carve out a position for themselves, and create a brand that meets those demands. In addition to brand definition, brand content and scenario, there also must be a consistent, unifying concept to increase the product's brand recognition and competitiveness within the market. Through continuous cycles and sustained improvements, it is possible to achieve the optimum operation for the brand as a whole. VPS is the way to achieve this sustained cycle of innovation. When the VPS is at a mature stage in how it caters to market demands, it is possible to discover one new business opportunity after the other in the market. However, VCC does not simply emphasize continuous innovation within the organization itself. In the external market climate, if this continuous innovation also happens in each cycle, it will spur sustained innovation and take this to new levels.

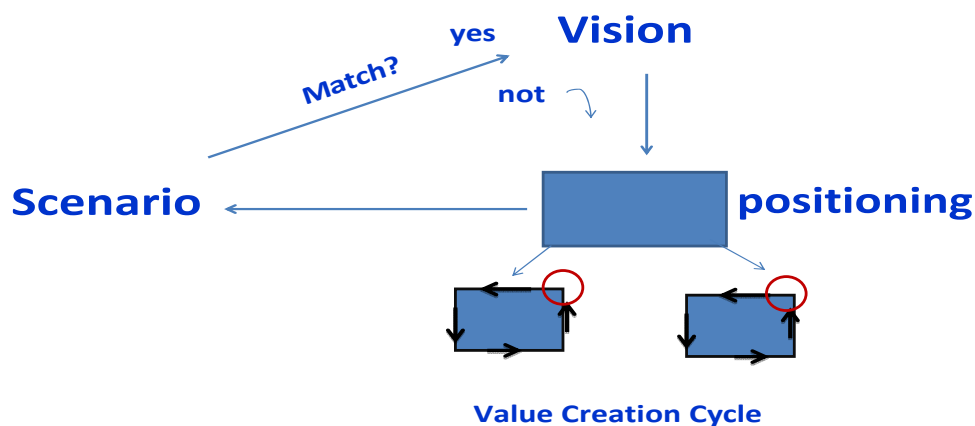


Figure 2 The VCC and VPS Model of Innovation Cycles (Source: Yu Chang-sung)

Section 2: Multi-branding and Innovation in the Catering Industry

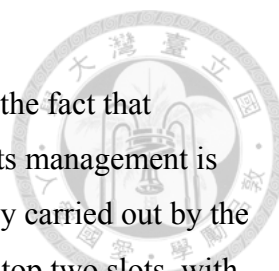


Due to the rather low thresholds of entry into the catering sector, there are a lot of people investing and competing. In addition to the large numbers of individuals starting up businesses, many transnational groups are coming into the market. According to the Commerce Development Research Institute, there were 120,000 restaurants in the catering sector in Taiwan in 2012, of which 91% were solely owned. The remaining 9% were either joint ventures or other forms of business operation as shown in Table 1 below. From the fact that this 9% accounts for 60% of the revenue, it is evident that the prevailing development trend in the catering sector in recent years has been a gradual move towards big corporations.

This trend has also been accompanied by an increasing tendency for these companies to become listed on the stock exchange. New Palace International was the first catering group to offer its stock OTC, eventually becoming listed in Taiwan in 2009, making it the first independent catering group to be listed on the domestic stock exchange. In 2010 Gourmet Master's 85C Bakery Café was publicly listed in Taiwan, and the next year An-Shin Food Services, an affiliate of TECO Group, began trading OTC. The following year, 2012, Wowprime Corp became publicly listed and Tai Tong Food & Beverage Group started trading shares (Market Observation Post System (MOPS)).

Table 1 Businesses in Taiwan's Catering Industry (Source: Commerce Development Research Institute)

	Number (outlets)				Revenue (NT\$ million)			
	2011	Pro-portion (%)	2012	Pro-portion (%)	2011	Pro-portion (%)	2012	Pro-portion (%)
Sole owner	107,177	91	109,355	91	133,679	42	140,609	40
Other	10,043	9	11,169	9	184,261	58	206,641	60
Total	117,220	100	120,524	100	317,940	100	347,250	100

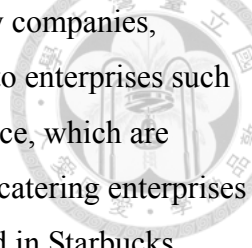


Competition in the catering sector in Taiwan is fierce. Despite the fact that business revenues continue to increase year on year, corporate profits management is mainly concerned with increasing net revenue. According to a survey carried out by the China Credit Information Service (CCIS), with the exception of the top two slots, with Wowprime at No.1 and Uni-President Starbucks in second place, the rankings of Taiwan's major food companies in 2011 and 2012 show considerable shifts in the relative ranking of the top ten companies, as seen in Table 2, demonstrating just how fierce the competition in this sector is.

Table 2 The Ten Largest Taiwanese Food Companies (Source: Commerce Development Research Institute)

Company	Rank		Net Revenue (NT\$ million)		Revenue Growth %	
	2011	2012	2011	2012	2011	2012
Wowprime	1	1	7,699	9,682	33.81	25.76
Uni-Pres. Starbucks	2	2	5,263	5,952	21.62	13.10
An-Shin	4	3	3,982	4,171	17.12	4.75
Gourmet Master	5	4	3,400	3,409	-1.85	0.26
China Pacific	8	5	1,740	1,969	6.26	13.15
Evergreen Sky	9	6	1,718	1,926	12.87	12.13
Thai Town	10	7	1,531	1,909	39.18	24.72
Din Tai Fung	--	8	N.A	1,900	N.A	N.A
Mercuries	7	9	1,807	1,821	7.82	0.78
Tripod King	--	10	N.A	1,473	N.A	N.A

The fiercely competitive nature of the market means that innovation has come to be regarded as an important way for a brand to increase its own competitiveness and to get to the top of the sector. Innovation has three components. It must be totally original (never thought of before), it must challenge ideas of what is possible (impossible/possible), and it must engage on an emotional level (heart-touching). Innovation is a major factor in enabling a brand to segment its market advantage (Yu Chang-sung).



There are over 100,000 eating establishments in Taiwan. Many companies, spying favorable prospects in the sector, are moving in. In addition to enterprises such as Wowprime, Tripod King, Sushi Express, Shin Yeh, and New Palace, which are catering groups in themselves, there is certainly no shortage of non-catering enterprises diversifying into the sector. Uni-President, for example, has invested in Starbucks, Mister Donut, and Afternoon Tea. The DaChan Great Wall Group has a stake in Burger King, Saboten Tonkatsu deep-fried breaded pork cutlet restaurants and Espressamente illy coffee shops (Dachan's official website).

Below we shall discuss a number of representative brands belonging to several catering groups and analyze how they have innovated to see how this has allowed them to corner a segment of the market and gain the upper hand over other similar brands.

TECO Electric & Machinery

TECO Electric & Machinery, the largest heavy electrical machinery manufacturer in Taiwan, established An-Shin Food Services in 1990. The Mos Burger chain of fast food restaurants, with almost 250 outlets in Taiwan and China, is one of An-Shin's brands. TECO has established a string of food brands, now operating a total of seven, including Royal Host restaurants, Xian-Lao-Man restaurants, and Roulette Sushi, and this number is expected to increase to 10 by late 2014. The catering sector is set to become a major source of revenue for the TECO group.

Bringing Mos Burger to Taiwan from Japan was TECO's first step in moving into the catering sector. Mos Burger caters to Eastern food culture with a focus on healthy eating, and a concentration on the health-enhancing quality of food. While the prices it charges are a little higher than other fast food restaurants in Taiwan, the Japanese-style service, the superior taste, the fact that the food is prepared when ordered, and the healthy nature of the fare have all found a favorable response among consumers. Mos Burger was able to counter consumers' preconceptions that burgers were unhealthy (China Times online; Mos Burgers' official website; Wikipedia, TECO).

Sushi Express Group

Sushi Express established its first take-out sushi outlet in 1996. The word "express" is used to emphasize the fresh nature of the ingredients. Sushi Express is now one of the largest sushi chain restaurant groups in Taiwan. Based on Japanese

cuisine, it originally offered pricing based on the dish, at NT\$30, NT\$60, or NT\$90, but changed this pricing structure in 2001 to the uniform price of NT\$30, as consumers are often attracted by low prices. It also subsequently focused entirely on fresh fish, and made the brand image of offering fresh food at reasonable prices all the more distinct.

Sushi Express has three brands: Sushi Take-Out, Sushi Express and Teishoku 8. Of these, Sushi Express offers "healthy, nutritious, burden-free" dining, with the unique experience of being able to freely select your own dishes as they are transported past you on a conveyor track. This, and the single pricing, has made it become, according to the official website, one of the most familiar restaurants offering reasonably priced sushi in Taiwan.

New Palace Group

Taiwan's first catering group to trade shares, New Palace Group, started off providing snack foods, building a reputation for tasty snacks using fresh ingredients offered at reasonable prices. It subsequently became known for its seafood. In addition to seven large venues for wedding banquets, New Palace Group also caters for banquets and conferences, including lunches and self-service buffets, as well as outside catering and take-out meals, providing for different market requirements. In 2012 it started looking to the China market, establishing the Shanghai URBAN New Palace, and also diversified further in Taiwan, opening a Japanese-style Shabu-shabu restaurant in Taipei, He Shabu.

The Chinese cuisine wedding banquet market is a huge market, and this is the primary reason New Palace Group was able to become the first catering company in Taiwan to start trading shares. In addition to its wealth of catering experience and the significant economies of scale that this brings, the group also set up a centralized kitchen, and was able to cater to the needs of each set of customers with a diverse range of dishes. Compared to its rivals in the sector, New Palace Group was much better able to respond to changes in the market, and serve many different types of foods and snacks to satisfy the consumer demands. (Market Observation Post System; New Palace official website)



Tripod King Group

Tripod King was the group that brought us the *mala* hotpot craze, characterized not only by the unique flavor but also by the business model it used. Tripod King introduced Tripod King Spicy Mala Hotpot in 1991. At the time, having restaurants serving exclusively hotpot was very novel. Tripod King started out operating eateries selling snacks, and following a string of changes and innovations it settled on a brand positioning of trendy mala hotpot restaurants with an artistic ambience. Tripod King, therefore, with its experimentation with the food and its special recipe for the soup base, along with the interior design of its restaurants and the welcoming etiquette of the staff and their deep bows, all went into creating a new hotpot trend, with good food married with artistic surroundings.

In 2009, Tripod King established its second brand, Wulaoguo pot. Wulaoguo was similar to Tripod King mala spicy hotpot, both catering to the mid to high price range consumer market, mostly offered at a set price of around NT\$500 per customer. In terms of market segmentation, Wulaoguo was positioned as nutritious meals in an esthetic banquet setting, aiming to create a distinctly Chinese, refined dining experience, an "immortals' paradise on Earth."

In 2012, Tripod King established its third brand, Yan Syuan *yakiniku* barbeque, where the customer would order meat, at a mid to high price point, to barbeque on a grill set into the table. In order to expand the group's scope, Tripod King started another two brands the following year, the Hsihu teahouses and Tu Coffee shops, this time aimed at a lower price point. Tu Coffee offered mainly coffee, but the Hsihu teahouses also offer tea snacks, noodles and set meals to move into the less expensive market and create a new consumer group. Tu Coffee houses have temporarily ceased operation, closing their doors in April 2014. (Liberty Times online edition; Tripod King official website; Wikipedia: Tripod King).

Tai Tong Food & Beverage Group

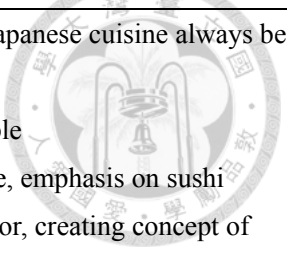
Tai Tong was the first company in Taiwan to combine Thai cuisine and a popular dining experience. In 1990 it established the Thai Town Thai cuisine brand, which offered predominantly Thai food, fried ingredients complemented with a special, spicy

flavor to entice customers. In 1995 it also established the "Very Thai" Thai cuisine restaurants, catering to the new urban chic craze, and in 2006 moved beyond Thai food, establishing its third brand, 1010 Hsiang Hunan Cuisine. Tai Tong not only brought traditional home-cooked Hunan cuisine to Taiwan, it also took Thai cuisine to China at the same time. In May 2014 the group established its fourth brand in Taiwan, Very Thai Noodles, again using the Thai-style food concept, bringing a new line of noodles, mainly packaged in red and aimed at the youth market, to town. (Market Observation Post System; Tai Tong Group's official website.)

The aforementioned brands all excelled in the particular cuisine they brought to market. In addition to this, the companies all brought to bear innovative business models, which not only proved popular with consumers, but also enabled the brands themselves to stand out from the crowd. They were also able to replicate the success of these brands in targeting the different requirements of the market and creating new brand positioning, thereby increasing their market share, as seen in Table 3 below.

Table 3 The New Multi-Branding Creative Principle in the Catering Sector(Source: Combined research for this paper)

Group Name	Brand (Date of Establishment/ No. of outlets)	Creative principle
TECO Electric & Machinery (No. of restaurants as of 26/6/2014)	Mos Burger (1990/ 258 restaurants; Taiwan 236, China 18, Aus 4)	Mos Burger 1. Never thought of before *2011 First fast-food provider in Taiwan to trade shares OTC (An-Shin Food) 2. Impossible/possible *Shattered preconceptions of burgers as unhealthy option *Burgers supplied for airline catering 3.Heart-touching *Open 24 hours, friendly service with in-store wireless access and plug sockets
	Royal Host (1990/16)	
	Roulette Sushi (2000/2)	
	Leli (2003/2)	
	Miss Croissant (2007/5)	
	Kouraku Teppanyaki (2011/1)	
	Xian-Lao-Man (2012/3)	
Sushi Express Group	Sushi Take-Out (1996/15)	Sushi Express 1. Never thought of before
	Sushi Express (1996/151)	

(Taiwan restaurants as of 5/7/2014)	Teishoku 8 (2007/36)	 <p>*Shattered idea of Japanese cuisine always being expensive</p> <p>2. Impossible/possible</p> <p>*Single NT\$30 price, emphasis on sushi delivered on conveyor, creating concept of budget sushi</p> <p>3. Heart-touching</p> <p>*"healthy, nutritious, burden-free" dining</p>
Tripod King Group (as of 5/7/2014)	Tripod King Spicy Mala Hotpot (1991/9) Wulaoguo pot (2009/9) (Taiwan 6, China 3) Yan Syuan yakiniku (2012/1) Hsihu teahouses (2013/2)	Tripod King Spicy Mala Hotpot <p>1. Never thought of before</p> <p>*Created the exclusive mala hotpot concept</p> <p>2. Impossible/possible</p> <p>*Created special recipe for soup base, with unique flavor</p> <p>*Chinese style, combining esthetic and elegance</p> <p>3. Heart-touching</p> <p>*Service with deep-bowing making customers feel like VIPs</p>
Tai Tong Food & Beverage Group (as of 5/7/2014)	Thai Town (1990/48) (Taiwan 47, China 1) Very Thai (1995/5) 1010 Hsiang (2006/10) Very Thai Noodles (2014/1)	Tai Tong Food & Beverage Group <p>1. Never thought of before</p> <p>*First company in Taiwan to combine Thai cuisine and a popular dining experience</p> <p>2. Impossible/possible</p> <p>*Consistency in flavor of food from restaurant to restaurant</p> <p>3. Heart-touching</p> <p>*Introduced Mystery Shopper initiative</p>
New Palace Group (as of 5/7/2014)	Banquet venues Wuci Branch, Chongde Branch, Eastern District Branch, Yuanlin Branch, Xiyue Hall, Yayue Hall (Taipei), Yayue Hall (Kaohsiung) (1993/ 7 venues) He Shabu (2012/1) Shanghai URBN New Palace (2012/1)	New Palace Group <p>1. Never thought of before</p> <p>*From providing snacks to large scale banquet halls</p> <p>2. Impossible/possible</p> <p>*Taiwan's first catering group to become publicly listed</p> <p>3. Heart-touching</p> <p>*Multi-function banquet venues catering to all venue needs, with range of lighting, music and dishes to meet customers' diverse requirements</p>

Chapter 3: Wowprime Steak Business and Innovation



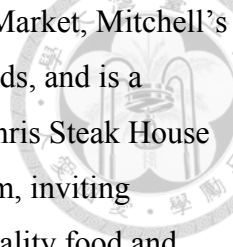
Section 1: Expansion of the Catering Sector

In general, within the catering sector, we can see a range of business formats, from fast food chains to higher-end restaurants, from single brand to multi-brand models. When an enterprise is able to grow and expand through market segmentation, in many cases it will continue to develop with the ultimate goal of expansion overseas.

Let's first look at McDonald's, the largest Western fast food chain, as an example. McDonald's was first established in 1955 in Chicago, and now has 33,500 outlets in 119 countries around the world serving 69 million customers on a daily basis. Annual revenue for 2011 was US\$29 billion (approximately NT\$870 billion). MacDonalD's has standardized times, quality and uniforms, and targets the youth market with its dining scenario. With its single brand business model it has continued to expand throughout the world, operating regular chains, franchises and overseas licensing arrangements, allowing it to continuously open up new outlets abroad and making it a global brand (McDonald's official website).

Panda Express, established 30 years ago, is the largest American Chinese fast food restaurant chain in the world, with almost 1,600 outlets in 47 countries and posting an annual revenue of NT\$60 billion. Panda Express operates four brands, with a focus on Chinese cuisine, offering both inexpensive fast food chains and restaurants with a higher price point and greater attention to the dining experience. In order to successfully expand into a major fast food chain, Panda Express needed to control quality and cost efficiency. To do this, it restricted the food options on its menu to within 20, and used consistent interior décor, signs and uniforms to standardize its operation as much as possible. This enabled the chain to rapidly expand overseas and be a success. (Panda Express official website; Business Weekly).

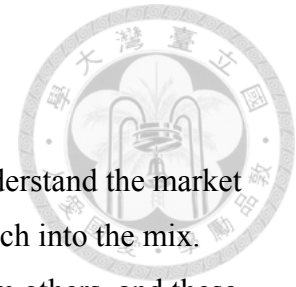
Ruth's Chris Steak Houses, billed as offering high-end Western-style cuisine, is a brand owned by Ruth's Hospitality Group. In addition to Ruth's Chris Steak House



itself, the group also owns Mitchell's Fish Market, Columbus Fish Market, Mitchell's Steakhouse, and Cameron's Steakhouse. In all, then, it has five brands, and is a transnational catering group with a multi-branding model. Ruth's Chris Steak House offers a tasteful dining scenario with wood interior décor and a warm, inviting atmosphere. It has established itself as a quality steak house with quality food and surroundings and an emphasis on the standard of its customer service. It has over 120 restaurants in locations such as Mexico, Hong Kong, Taiwan, Japan and Canada, and has established itself as an international restaurant brand with over 40 years in the business (Ruth's official website).

From the above examples it is evident that different business models and characteristics produce different business formats and, despite regional differences in the various catering industries, international expansion of the business was the ultimate goal. Also, despite the different menus and types of food on offer, the high-end scenario brands cannot quite compete with the effectiveness of the restaurants catering to the low price point, with their standardized processes, when it comes to rapid expansion. As a result, the different models and specific characteristics of the brands also reflect a brand's ability to expand rapidly.

Section 2: The Nature of the Catering Sector



To get a foothold in the market, a company not only has to understand the market and product positioning, it also needs to bring an innovative approach into the mix. There are many aspects of the catering sector that distinguish it from others, and these involve brand attributes, food design, customer experience scenarios and corporate governance.

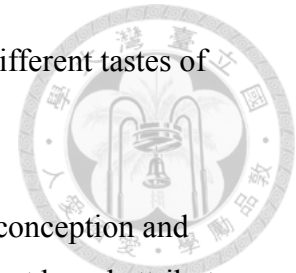
Brand attributes are the distinguishing characteristics by which a product can be categorized. The first step is to determine what price point to allot the product in the consumer market. The target consumer group is determined by whether the pricing is low, middle, or high. In the catering sector, in addition to the specific characteristics of the food itself, the company also needs to create different value. We believe that, for high price point products of over NT\$1,000, there must be a real sense that the product has inherent value; mid price point products, by which we mean in the NT\$500~1,000 range, should give the sense of being value for the money; and for low price point products, between NT\$100 and NT\$500, there must be a sense of quality delivered at a reasonable price as shown in Figure 3 below.



Figure 3 Food characteristics and price positioning (Source: Wowprime Group, 2012)

Regional attributes are another way of distinguishing brands in Taiwan's diverse food sector. There are Western, Chinese, Japanese, Thai, Korean, and Italian options

available, for example, all offering diverse cuisines to cater to the different tastes of consumers.



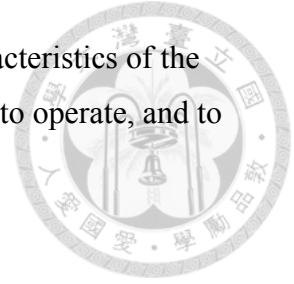
Also, for the concept behind the food itself, the development, conception and naming of the dishes must all be creative and distinctive. For different brand attributes, the dishes need to have something extra to enhance them and their value. Those behind the development of food concepts need to bring all their creativity to bear in the conception, development and naming of the dishes to express the desired image, so that the food concept is identifiable with the brand positioning.

The subjective nature of the consumers' experience of eating out means that a great deal of attention must be paid to the scenario and the dining environment. Over time, consumers have become increasingly discerning when it comes to the environs and their ambience, and a whole range of elements — from the interior decoration, how the staff are dressed and how well they have been trained, to the process, the selection of tableware, and the background music — all contribute to the dining experience.

Consumers also take service very seriously. As a result, Customer Relationship Management allows records to be kept on the incidence, duration and preferences of consumer visits, to help satisfy consumers' different goals and enhance the quality and perceived value of the service. In addition, a range of marketing promotions can be organized to increase interaction with consumers and increase the customer return rate. Culinary contests are also good ways to improve both professional standards and consumers' dining experience.

Corporate governance affects management principles and corporate image, and is integral to how far the enterprise develops, and to how the company culture is formed. Therefore, organization management is an important factor in the enterprise system as a whole. In addition, implementing a Standard Operating Procedure (SOP) helps bring together the brand positioning and the overall goals set out by the company, and is crucial for the long-term development of the enterprise.

As Table 4 shows, analyzing and researching the specific characteristics of the catering sector allows an enterprise to find a market niche in which to operate, and to create consumer identity and sense of value with a product.



Type (Brand)	<ol style="list-style-type: none"> 1. Regional differentiation: American, Japanese, Chinese 2. Price differentiation: High, mid, low
Food Design	<p>Dish choice, design, R&D and name</p>  <p>Each brand has its own food concept and R&D.</p>
Scenario	<ol style="list-style-type: none"> 1. Tangibles: Décor, tableware selection, music, uniform design  <p>Differentiation in the restaurant décor creates a unique scenario for each brand</p> <ol style="list-style-type: none"> 2. Non-tangibles: Service training, workflow, manner  <p>The uniform and staff manner also creates a unique scenario contributing to the dining experience.</p> <ol style="list-style-type: none"> 3. Events:  <ul style="list-style-type: none"> *Customer relations management mechanism, customer-oriented service, enhancing service and sense of value *Organizing events, increasing interaction with customers and customer return rate, and improving professional skills
Corporate Governance	Company system, SOP, company culture

Figure 4 Catering Analysis (Source: Yu Chang-sung, compiled for present study)

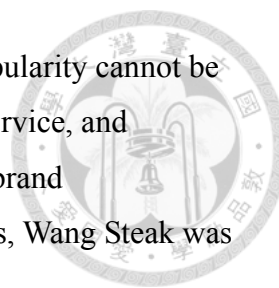
Section 3: The Development of the Wang Steak Brand

The Wowprime group was founded in 1993, and Wang Steak, its first brand, was launched on Wensin Road in then Taichung City on Nov. 16 of that year. In terms of market positioning it was pitched as gourmet steak set meals, targeting consumers at the top of the pyramid, with a high-class image and friendly service complemented by elegant interiors to create a refined ambience. The slogan was “one cow serves six.” The classic main course was a hit among customers, and Wang Steak quickly became a byword for gourmet Western-style steak in Taiwan.

At the time restaurants serving Western-style steak as a mature cuisine and as part of a set meal was quite rare in Taiwan, and this completely novel approach met a very favorable response among consumers. The following year, the company rapidly expanded to many major urban areas in Taoyuan and further south, opening four new restaurants in Taoyuan itself, as well as in Tainan and Kaohsiung. Revenue grew from NT\$1.49 million in the first year to NT\$71.91 million, an almost 50-fold growth, laying the foundations for Wowprime Corp.

In 1995 Wowprime brought Wang Steak to the ferociously competitive Taipei commercial arena, opening a restaurant on Taipei’s Nanjing East Road. For promotional purposes it operated a system in which it kept a membership database, sending out vouchers to customers every six months, as well as birthday and wedding anniversary cards, creating an impressive contribution rate of about 40%.

In terms of the pricing strategy, the company went with differential pricing depending upon region. From the initial price of NT\$580, the first price rise saw an increase to NT\$680 in central and northern Taiwan and to NT\$630 in the south. The price hikes Wowprime instigated in 1995 did little to dent consumers’ enthusiasm for Wang Steak, and the turnover that year broke the NT\$100 million mark for the first time, raking in NT\$187.42 million. The market was demonstrating its approval of the Wang Steak brand.



The role that brand positioning has played in Wang Steak’s popularity cannot be ignored. The gourmet Western steak set meals, customer-oriented service, and concentration on meals and ambience all contributed to the overall brand characteristics that produced a complete, mature steak product. Thus, Wang Steak was able to create a new brand positioning, as seen in Table 5.

Table 4 Wang Steak Innovative Brand Positioning(Source: Wowprime, compiled for present study)

Wang Steak Brand Positioning	Innovative Elements
<p>Attributes</p> <p>Regular chain specializing in steak</p> <ul style="list-style-type: none"> – Dishes: One cow serves only six (6 to 8 ribs) marinated in Chinese spice for 2 days and 2 nights, slow roasted for 1.5 hours until well done – Service: Intimate, customer-oriented service – <p>Ambience: refined, warm, comfortable environment</p> <p>Benefits</p> <p>Mouthwatering dishes, inherent value</p> <p>Branding – Personality</p> <ul style="list-style-type: none"> Young gentleman, modern taste – Experience Refined, civilized dining – Promise For the most important person in your heart 	<p>1.Never thought of before</p> <ul style="list-style-type: none"> *Well-done steak sets *One cow serves only six <p>2.Impossible/possible</p> <ul style="list-style-type: none"> *Refined, warm, comfortable dining environment *Inherent value <p>3.Heart-touching</p> <ul style="list-style-type: none"> *Only for the most important person *Intimate, customer-oriented service

In 2000, Wang Steak passed a new milestone, with more than 5 million total customer visits to, at this point, 15 restaurants. The following year, the brand was faced with its first real challenge since its inception, as the economy weakened, and the brand posted negative growth rates for both annual customer visits and turnover. It responded by immediately adjusting its business strategy and giving the brand a complete make-over, increasing the price for a set meal to a uniform NT\$1,000 throughout the entire country and embarking on a complete reinvention: From the meals to the uniforms to the tableware, everything was changed to create a more refined, up-to-date feel. This was all complemented by the Wang Steak 10th

anniversary promotion, offering a free meal worth NT\$1,000 for 5,000 customers who brought ten roses with them. This promotion reintroduced Wang Steak to customers and gave them a totally new image of the brand, heralding a new peak for Wang Steak. The brand renewal not only catered to the market, it enabled the brand to continue realigning its trajectory to ensure it remained on the optimal course.



In 2003 Wang Steak sought to replicate its successful experience in Taiwan overseas, opening a restaurant on Shanghai's Xianxia Road. Wang Steak very quickly gained a foothold in the China market, and as of June 2014 has 48 restaurants there. The brand continued to keep up with the times in Taiwan, too, and in 2004 engaged with the Internet age, launching an online member recruitment promotion. It also organized an annual Wang Steak Academy in order to cultivate a more professional image, providing lectures on Wang Steak's business management practices to customers in restaurants in northern, central and southern Taiwan so that people could find out about the new direction Wang Steak was taking. Internally, the restaurants also held cooking competitions to improve the skills of its staff, and to the outside world it has also been holding the annual Wowprime Tray Carrying contest for the past eight years, with the first contest held in 2007. It attracted people related to the catering sector in Taiwan and overseas and catering students within Taiwan. This not only established the brand as an innovator within the culinary sector, but it also won the approval of many other observers, not just from within Taiwan but from overseas, too.

With its surgical brand positioning, Wang Steak was able to secure first place in the high price point steak market. In 2013 it had 64 restaurants in Taiwan and China, with a total business turnover of NT\$3.7 billion and 2.5 million customer visits a year. It has established itself as the foremost Western-style steakhouse in Taiwan.

Section 4: Wang Steak's Innovation Model



In the past, a single price for Western-style steak meals was completely novel, as was having a standard operating procedure applied to the meals and staff uniforms, and paying attention to the effect that overall design and a safe environment had on the dining experience. With its comprehensive plan for brand positioning, however, Wang Steak was able to stand out from the competition and establish a new business model.

The innovations proved very popular among consumers. Wang Steak broke the convention at the time of a la carte offerings, using instead the single pricing and set meal model. It also kept the price the same even on special holidays. The set meal included a range of combinations on the theme of a salad starter, a main course, and a dessert and drink to go with it, and the menu was changed on a regular basis. Customers were thus given a lot of choice without having to worry about how much they were spending. This set the Wang Steak brand apart from others.

In terms of ingredients, Wang Steak observed regulations on food safety, choosing only the best quality meat from Taiwan and overseas, and contracting with farms to supply traceable meat. Strict rules on in-store hygiene management were implemented, with food safety staff monitoring hygiene and the preparation of meals and ingredients. Safety was also given priority, with unique and advanced features. There were more emergency exits than required by law, and the rear kitchen freezer compartments had a unique design with built-in safety windows, in case any problems arose, so that diners could rest assured as they ate and staff could work without worry (Wowprime Group annual report).

The business motto of Wang Steak is “the customer is the benefactor.” The mission is to create for the customer the optimum dining environment. In order to form this unique atmosphere, customers were given a cake or gifts when they came to eat at the restaurant to mark a special occasion, whatever it was, be it a birthday party, a family get-together, a company dinner, or a celebration of any kind. The company might even throw in a magic show or balloon show to increase interaction with the

customer and satisfy their particular requirements.

The company has also set up an 0800 number for customers to call and leave feedback. Every month birthday and wedding card information is input in a barcode system, so that it is possible to directly compare consumer behavior and accumulate statistics, starting a new page for direct marketing through Wang Steak's analysis of consumer behavior. Wang Steak also set up a customer relations management system, laying the foundations for customer-oriented service, and introduced mobile marketing and Internet features, offering all kinds of promotions and brand information online, using technology to bring together Event marketing to satisfy consumers' needs and create a source of profits through "customer satisfaction".

Wang Steak's innovative business model was proving popular with consumers, and to increase market share, it needed to capitalize on this by quickly duplicating its success by expanding the number of its restaurants. The brand implemented its SOP together with its Station Observation Checklist (SOC) concept, to standardize the product and service, and to ensure that existing standards were maintained for brand positioning and the dining experience. This also maintained continuity between the food concepts and the scenario. In terms of professional training, the brand adopted a "206 study credit" course system, divided into six parts, including training credits, social credits, and certificate credits. As the training program was precisely targeted in this way, the brand was able to standardize its product in a way that competitors were unable to achieve, so the restaurants were able to improve rapidly.

Wang Steak's innovative business model and unique, fully mature product, with the combination of the VCC innovation model, its SOP and dining experience concepts, as well as the training, systematized improvements and development cycles, all enabled it to provide a friendly service that competitors could not rival. As shown in Figure 4 below, all of this allows it to continue to move forward and open up new restaurants, establishing the brand's outstanding credentials and uniqueness.

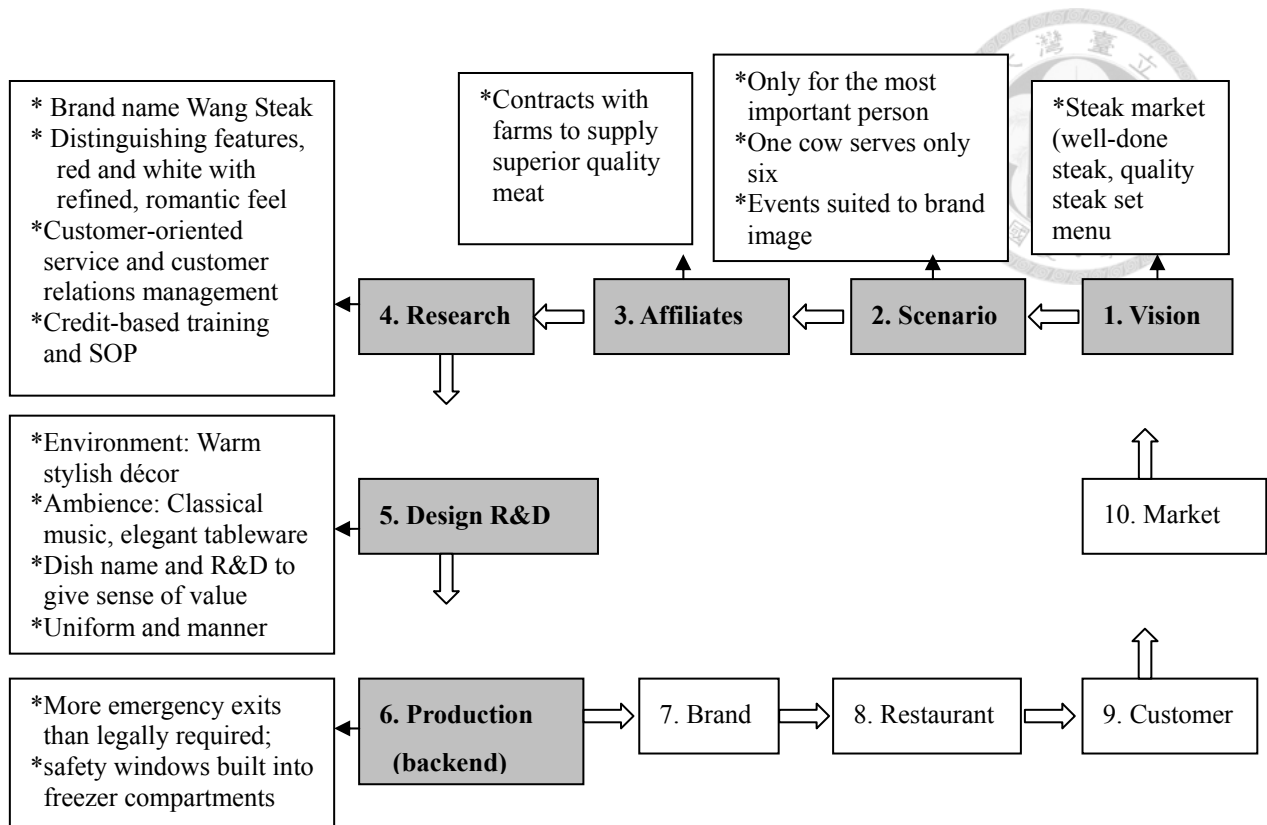


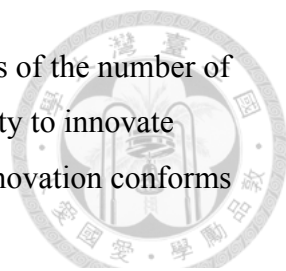
Figure 5 Wang Steak’s Value Creation Cycle (VCC) (Source: compiled for this study)

The starting point for Wang Steak’s dining experience was innovative thinking, with continuous innovation of how the organization operated. The brand established a unique business model that was verified by the VCC. The brand’s success can be put down to the development of ten major brand initiatives, which enabled it to continue expanding and even to create new brands. Wang Steak’s ten major brand initiatives were as follows:

Table5 Wang Steak’s Ten Major Brand Initiatives(Source: Wowprime Group)

Item	Content
1. Brand name and distinguishing features	1 Wang Steak 2. Distinguishing colors: Red, complemented with gray/ white 3. Brand flower: Rose 4. Symbolic meaning: refined and romantic, intimate
2. Scenario	1. Refined ⇔ classy, warm 2. Warm ⇔ Family-friendly 3. Friendly ⇔ intimate in-store design

	<p>4. Strong sense of design ⇒ yet not conspicuously fashionable</p> <p>5. Refined, civilized</p>
3. Customer-oriented service	<p>1. Elegant, intimate service for dining</p> <p>2. Customer relations management: CRM and database maintenance, to increase contact with customers and to receive feedback</p>
4. Uniform and manner	<p>1. Light gray top, Mandarin collar, suit with waistcoat. Knee-length skirts for women, formal pants for men, imparting a professional image</p> <p>2. Clean, tidy hair. For women, long hair must be worn up, light make-up applied, pendant earrings or jewelry not acceptable</p>
5. Music	<p>1. Classical, mainly piano or violin</p> <p>3. Imparting a relaxed, comfortable mood, for refined dining</p> <p>4. Execution: Peak times: Brisk/ rhythmic Off-peak times: Gentle/ slow tempo</p>
6. Tableware selection	<p>1. Clean, refined, white porcelain</p> <p>2. Stylish</p> <p>3. Imparting a sense of refined dining</p>
7. Dish name and R&D	<p>1. Well-done steak sets with set price</p> <p>2. Local ingredients used creatively, dishes imparting a sense of value</p> <p>3. Western culinary concepts, new dish R&D and creative use of ingredients to enhance the value and quality of the dishes</p>
8. Professional training	<p>1. Professional credit-based training course</p> <p>2. Implementing SOP to achieve consistency</p>
9. Safety	<p>1. Food safety inspections</p> <p>2. Contracts with farms to supply meat that can be traced</p> <p>3. More emergency exits than legally required, safety windows built into freezer compartments</p>
10. Events	<p>1. Themed promotions: Events promotions suited to brand's classy, warm image</p> <p>2. Contests and events to improve professional skills</p>



Wang Steak continued to expand for 20 years, not only in terms of the number of restaurants and business revenue, but also in the organization's ability to innovate through this model. As seen in Figure 5, Wang Steak's continued innovation conforms to the VPS cycle concept.

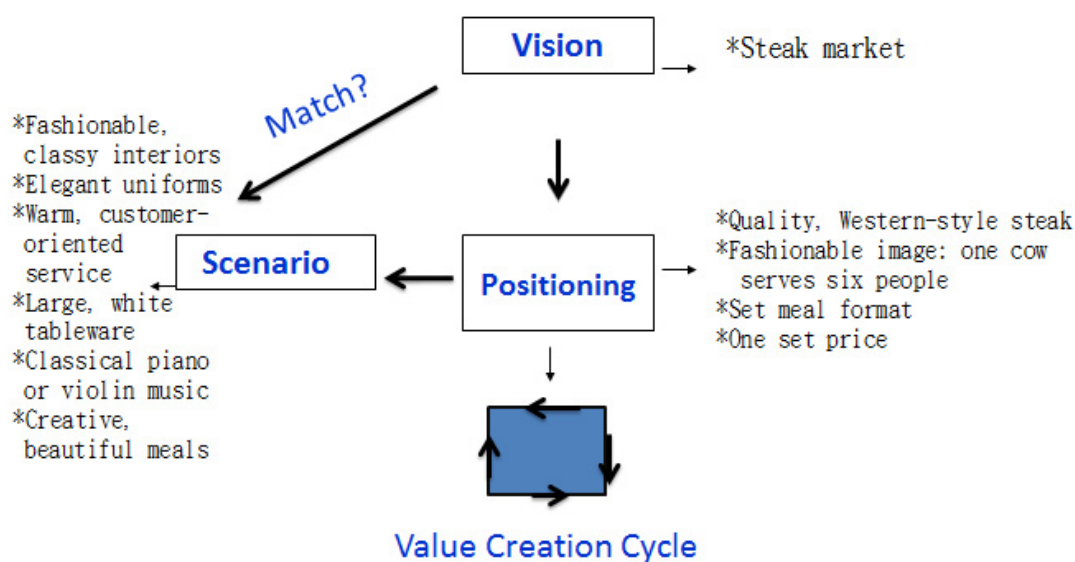


Figure6 Wang Steak's VPS Innovation Model (Source: Compiled for present study)

Wang Steak's success in innovating within the VCC and VPS models and embarking on a continued cycle of systematic expansion laid the foundations for Wowprime Corp to expand with new brands.

Chapter 4: Wowprime Corp's Multi-Brand Innovation Model



Section 1: Wowprime Corp's Innovation Model

Wowprime Corp's model of innovation is about more than simply meeting the needs of the market; it is also about the need to make constant re-adjustments in order to achieve the optimum business operation. At times, when the wider economy is stalling, Wang Steak re-aligns its business strategy at the right time, to reposition the brand to optimize performance.

When the group has assessed the market and decided that a particular brand has reached its market limit, it will expand its market reach by introducing a new brand. It does this by initiating the "Lion Dance Troupe" plan. At this point senior management in the Central Standing Committee (CSC) will appoint a "Lion King," who will be in charge of creating the new brand. This person will then devise a marketing plan and oversee its implementation. He or she will then set up a brand task force, which will be responsible for deciding the price range, the nature of the product, the target consumer, and the brand positioning, conceiving the overall core brand values and establishing the foundations of the new brand.

The "Lion King" brand task force leader needs to assess the target market size and business framework, as well as the perceived competition, and come up with a plan accordingly, including for all the preparation behind opening the new restaurants. The task force leader will then present the CSC with an audit report for discussion and, following countless revisions and final approval from the core CSC members, it will move on to the next stage, which is to try out different dishes and refine the business strategy. The objective of this process is to achieve the optimum brand operation model.

The Wang Steak model of innovation enables a new brand task force leader to conceive a new brand and make it happen. In order to maintain separate brand

positioning, when devising the brand plan, Wowprime Corp will ensure that each brand task force operates individually. No two brands will utilize the same president, management at any level, restaurant owners, head chefs, or designers. Also, in order to cultivate the professional skills of each brand task force, there is no central kitchen: Each brand has its own R&D center. Each brand will even conduct promotions and events in isolation from each other, the objective being to reinforce the innovativeness and exclusivity of each different brand. The table below outlines the main differences between multi-branding with Wowprime Corp and other catering groups.

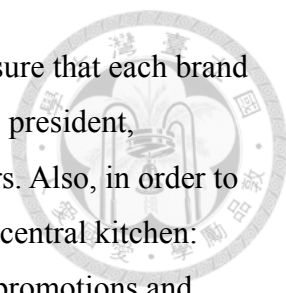
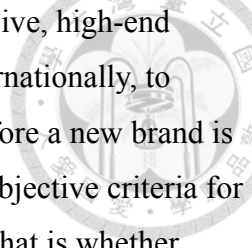


Table 6 Comparison of Multi-branding by Wowprime and Others

Wowprime Corp	Other Catering Groups
Each brand headed by different leader (Lion King)	Same leader for all brands
No central kitchen	Central kitchen
No overall head chef for all brands (each brand has own R&D center)	Head chef
Each brand has own designer	Same designer
The brand does not use group name	Named after affiliated group
Differentiated dishes, service and designated décor	Similar brand image
Each brand arranges its own unique public events	All public events arranged under collective theme

When the brand task force leader is conceiving the new brand they not only devise a business strategy and guiding principle, they must also adhere to the eight-word mantra – “objective positioning; advantage through differentiation; focus and penetration” – and consistency within the creative cycle model.

“Objective positioning” refers to the fact that there must already be a market for the proposed product. Wowprime Corp enters markets; it doesn’t create them. That is, there must be a market of a certain size before the group will consider entering, it is not interested in obscure cuisines or foods. In addition, to ensure that the brand is a viable economic proposition, the group is only interested in entering markets worth NT\$500



million or more, and neither is it particularly interested in the exclusive, high-end market. Finally, there must be potential for the brand to expand internationally, to become a global brand. These are the factors that are considered before a new brand is birthed. Therefore, market research and objective data provide the objective criteria for determining whether or not there is potential value in a new brand; that is whether value exists within the Vision.

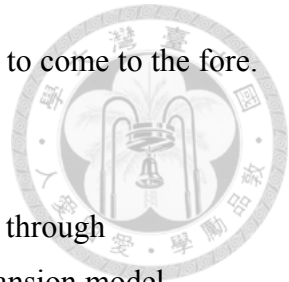
With “advantage through differentiation” the question is how targeting demand can facilitate product differentiation, and how an advantage in the market can be achieved through this differentiation to create the brand’s own unique value and make it more competitive. This process enables the brand to stand out from similar products, and is what is known as brand positioning.

Wowprime Corp’s set meal format was unique in the world of catering in Taiwan. Customers choose a starter, a main course and a side, a process that they could understand at a glance, and which also simplified the backend process, making it more efficient. In addition, the set meal format allows customers a choice of dish combinations, so that they have a number of dining options. With the single price strategy, it is easy for customers to keep tabs on how much they’re spending, and this attracts a consumer group with different objectives.

“Focus and penetration” refers to how all the brands belonging to Wowprime Corp concentrate solely on their own brand’s product, and do not expand to provide any other products. Wang Steak, for example, only offers steak meals: You will not see other types of food such as hotpot or teppanyaki on the menu. The focus and penetration principle allows the brand to develop the particular menu, music, and tableware best suited to the brand positioning, to establish a well-defined dining scenario and create the best dining experience for the customer.

Customer satisfaction is an important factor in ensuring that customers return, and this contributes to the ability to succeed within the industry. Behind this is a comprehensive SOP, as the SOP enables consistency between brand positioning and the scenario. It is also crucial in replicating the experience across many restaurants. It is essential, for example, to have an SOP if you have more than seven restaurants. This

facilitates securing market share, and allows the brand’s advantages to come to the fore. It is what we call the brand’s scenario.



Wowprime Corp’s mantra of “objective positioning; advantage through differentiation; focus and penetration” and VPS multi-branding expansion model, together with the principle of maintaining consistency, can be seen in Figure 6 below.

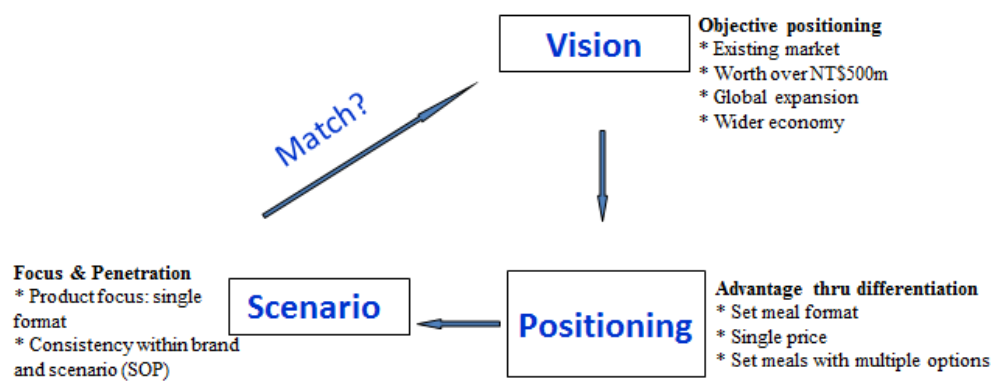


Figure 7 Wowprime Corp’s VPS Multi-Branding Expansion Model (Source: Compiled for present study)

Section 2: Wowprime Corp's Multi-Branding Achievements



Wang Steak's successful model enhanced Wowprime Corp's ability to continue innovating. In 2001 the group established the TASTy brand, entering the mid price point market, making TASTy a vivacious new brand and creating a new scenario based on a different menu and service concept.

The year after TASTy was set up, another brand followed, and Tokiya was born. Again, this provided steak to consumers at a mid price point, differentiating itself from the TASTy brand by offering Japanese-style cuisine as opposed to the Western-style set menus that TASTy was known for. Its success in establishing its third brand gave the group more confidence. As a result, in 2004, it created two more brands: Yakiyan, offering traditional-style *yakiniku* Japanese-style barbeque, and Giguoh hotpot. Hot on their heels, in 2005, the group created yet another two, Ikki Japanese cuisine and Chamonix, combining *teppanyaki* with French cuisine. The creation of four new restaurant brands, all with a different format, in the space of two years, allowed Wowprime Corp to rapidly increase its market share and visibility.

Wowprime Corp's multi-branding strategic assessment of market trends and demand:

1. Market size evaluation: In a shallow dish market, a single brand quickly reaches market saturation
2. Meeting consumer demand: Catering to different diners' orientations and psychological needs
3. Diversifying business risk: Multi-branding can lower the business risk of having one brand
4. Responding to market trends: Creating new products to target different trends at different times (going from high price point to mid or low price point, or from steak to *yakiniku* or hotpot)
5. Promotion or relocation of staff: expanding economies of scale, attracting talent and increasing mobility
6. Ability to create new products: When one brand has achieved a certain scale and

ability, another brand can be created

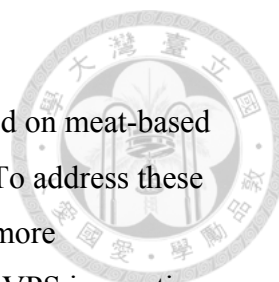
7. Increase market visibility: increases market visibility and share



After the success of the Wang Steak innovation model, Wowprime Corp was able to create six differentiated brands within the short space of only five years, between 2001 and 2005. It quickly established itself in the mid to high price point consumer market, differentiating the new product brand positioning with mutually discrete formats, and establishing the multi-brand business model. In all, Wowprime Corp now had seven brands to its name, all targeted at the mid to high price point consumer level. Now, to address potential concerns over the feasibility of breaking through the threshold of 100 restaurants in an increasingly saturated mid to high price point market, Wowprime Corp carried out another analysis of demand within the market conditions of the time, taking into account brand positioning and the innovation model, and conceived a new brand that would enable it to break through that threshold. This would need to be oriented to the lower price point segment and this is how Pin Tian Tonkatsu was born.

The creation of the Pin Tian Tonkatsu Japanese-style breaded pork cutlet brand in 2007 marked the official entry of Wowprime Corp into the cut-price catering market. In order to maintain the set meal format, the group brought to bear its skills in brand innovation and positioning, striking a balance between price and quality. It chose the color yellow to emphasize a positive, inviting atmosphere. The menu featured Japanese-style breaded pork cutlets complemented with cabbage and the brand's own sesame sauce, creating a brand image of modern Japanese style in a lively setting, and thereby forging out into a new direction.

Now that its multi-branding model was fully mature, Wowprime Corp aimed to expand into the hotpot market. Its own research showed that the market in Taiwan already sustained 5,000 hotpot restaurants, and the group mobilized its innovation skills and experience, together with the financial clout it had at its disposal, to find itself a new niche in the budget hotpot market. In 2009, it created 12hotpot, the name itself being a play on word in Chinese, introducing hotpot at the competitive price of NT\$198, since increased to NT\$218. This shook up the market, and the customers came pouring in.



Even though Wowprime Corp had until this point concentrated on meat-based dishes, it now perceived a change in the market and market trends. To address these changes, and to meet consumer demand, the group began planning more environmentally friendly and meat-free options. Using its VCC and VPS innovation strategies it launched, within the short space of three months, a new brand: Sufood creative vegetarian cuisine. This was Wowprime Corp's first foray into vegetarian food.

Wowprime Corp had now successfully established ten different brands. It was still not satisfied, however. In 2011 it went from the "food" sector to the "beverage" sector, creating Famonn Coffee, which also sold French-style cakes, desserts and snacks, with an image of offering quality products at low prices. This move enabled the group to diversify its business and fill out its portfolio.

Wowprime Corp had successfully established an innovative business model, and had been able to branch out in new directions with its multi-branding, firmly placing it at the forefront of the industry. It did not neglect opportunities overseas, either. In 2003 Wang Steak pioneered the move into the China market, the first food brand to go beyond Taiwan. From its first restaurant in Shanghai, it also opened a TASTy in China in 2005, followed by two completely new brands in 2013, Hanakakure Japanese *kaiseki* cuisine and LAMU French fusion cuisine.

In 2013 Wowprime Corp instigated its "First Year of Internationalization" plan. It already had four brands in China, and Taiwan was also making efforts to be more international. In 2013 it established its 14th brand, Hot 7, inexpensive *teppanyaki*, closely followed the next year with its 15th, Ita Italian cuisine. These brands used punchy, simple English titles and combined Chinese and Western design elements in preparation for entering new overseas markets.

The marriage of Wowprime's multi-branding model with the VPS model enabled it to search major mature markets and come up with unique brand positioning and scenarios. It was able to systematize the process and create a total of 15 differentiated restaurant brands all with distinct brand positioning, as seen in Figure 7.

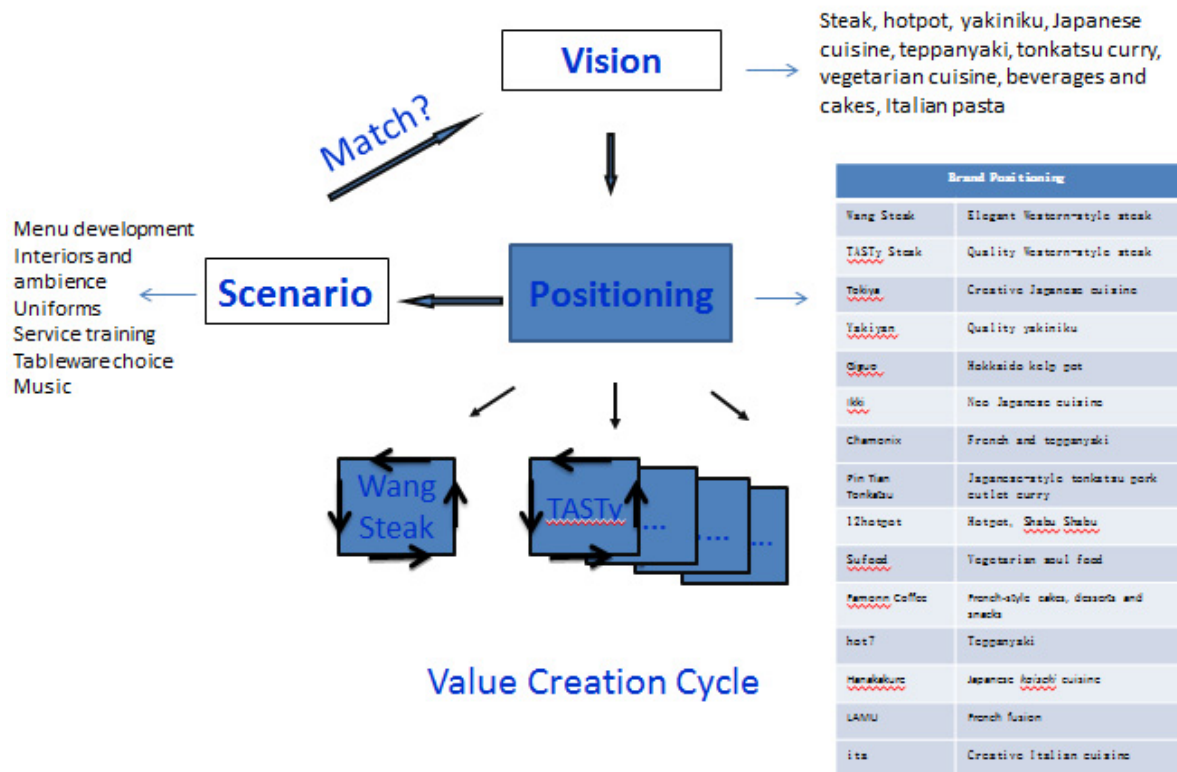


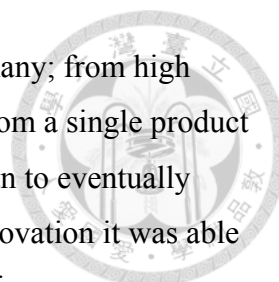
Figure 8 Wowprime Corp’s Multi-branding Creative Cycle (Source:Compiled for present study)

Wowprime Corp’s internationalization drive was going from strength to strength. It had first entered the overseas market with a *teppanyaki* franchise in 2010, in a joint venture with the Thai concern ICHI TAN Group as part of its plan to open restaurants overseas.

In 2012 Wowprime cooperated with the Philippines-based Jollibee Group to open up a WJ 12 Hotpot restaurant in China. In 2013 Sufood signed a cooperation agreement with the Singapore-based Putien Restaurant, following which Wowprime would invest a 30% stake in Sufood Singapore. This was a new venture for Wowprime Corp and its multi-branding model, as well as an exemplar of multi-branding and innovation within the catering sector in Taiwan.

Wowprime had initially created the Wang Steak brand, subsequently establishing its innovation model. It then used this as a base from which to expand

from its original single restaurant to many; from a single brand to many; from high price point to mid price point and from there to a low price point; from a single product to different sectors; and from originally being based solely in Taiwan to eventually becoming a truly transnational corporation. Through continuous innovation it was able to forge ahead with a multi-branding model and sustainable innovation.



In 2013 Wowprime Corp posted an annual turnover of NT\$14.8 billion, with a total of 359 restaurants in Taiwan and China, creating many differentiated brands with distinct brand positioning as shown in Tables 8 and 9. It was a success story of multi-branding within the catering industry in Taiwan.

Table 7 Wowprime Corp Restaurant Numbers and Revenue per Brand for 2013
(Source: Wowprime Corp)

Year Established		Wang Steak	TASTy	Tokiya	Yakiyan	Giguo	IKKI	Chamonix	Pin Tian
		1993	2001	2002	2004	2004	2005	2005	2007
Restaurants	Taiwan	16	41	35	22	31	15	15	29
	China	48	25	—	—	—	—	—	—
No. of restaurants		64	66	35	22	31	15	15	29
Business Revenue (NT\$m)		3,673	3,510	1,731	949	869	677	1,142	745
Year Established		12hotpot	Sufood	Famonn Coffee	Hana-kakure	LAMU	hot 7	Total No. of restaurants	
		2009	2010	2011	2013	2013	2013		
Restaurants	Taiwan	38	18	11	—	—	2	273	
	China	8	—	—	3	2	—	86	
No. of restaurants		46	18	11	3	2	2	359	
Business Revenue (NT\$m)		773	534	116	87	42	19	14,867	



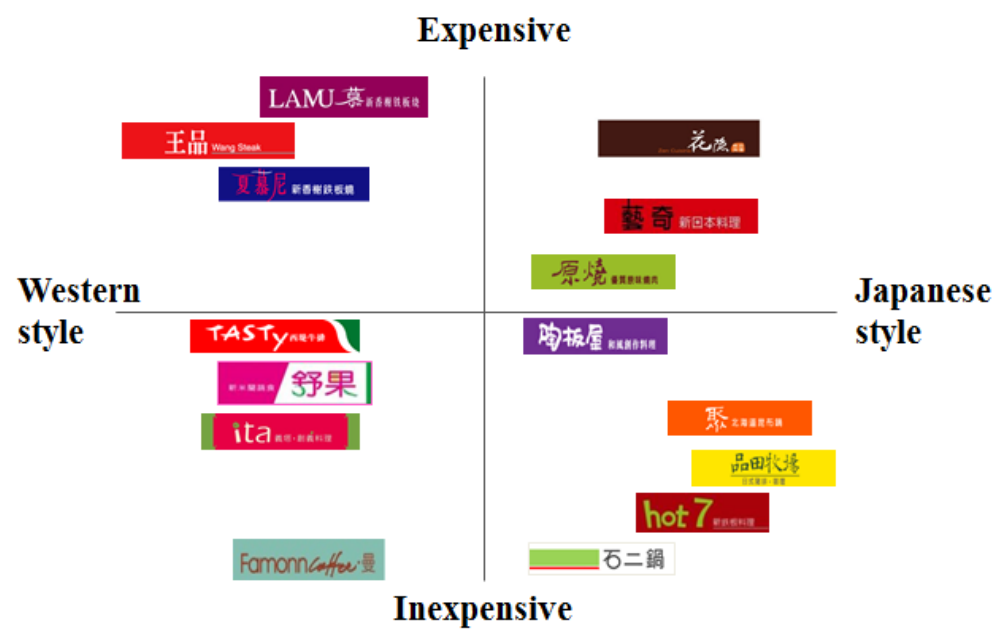
Table 8 Wowprime Corp Brand Positioning by Brand(Source: Wowprime Corp, compiled for present study)

Brand	Brand positioning	Brand promise	Brand character	Brand icon	Price/ NT\$
Wang Steak	Elegant Western-style steak	For the most important person in your life	High-class	Rose	1350
TASTy	Quality Western-style steak	It's Tasty Let's enjoy	Youth	Sunflower	518
Tokiya	Creative Japanese cuisine	Courteous, refined dining experience	Courteous	Lavender	518
Yakiyan	Quality yakiniku	Rustic atmosphere and flavors	Rustic	Giant Taro	349, 628
Giguo	Hokkaido kelp pot	The joy of togetherness	Cozy	Bird of Paradise	359, 540
IKKI	Neo Japanese cuisine	Taste and creativity in the dining experience	Trendy	White Pine	698
Chamonix	French and teppanyaki	Trying out something for the first time	Romantic	Iris	1030
Pin Tian	Japanese-style tonkatsu pork cutlet curry	Happy taste, warm heart	Positive	Dandelion	258, 318
12hotpot	Hotpot, Shabu Shabu	Peace of mind, great food	Dynamic	--	218
Sufood	Vegetarian soul food	Food for the soul	Vital	--	398
Famonn Coffee	French-style cakes, desserts and snacks	Happy Monday Happy Everyday	Friendly	Butterfly	55~198
hot 7	Teppanyaki	Authentic taste: fast, hot, wonderful	"Genki"	Teppanyaki spatula	290
Hana-kakure	Japanese kaiseki cuisine	Exquisite food for a special occasion	Modern zen ambience, with tea ceremony and Ikebana	--	1750 (RMB358)
LAMU	French fusion	A culinary journey to awaken the taste buds	Modern, eye-catching	--	1750 (RMB358)
ita	Creative Italian cuisine	Happiness starts from the right ingredients	Joie de vivre	--	380

Wowprime Corp's innovative business model targeted the positioning of different brands according to the specific nature and category of each brand, creating a distinctive scenario for each through price differentiation and exclusive styles. Each scenario catered to a different consumer group, as shown in Figure 8



Brand Positioning – Price vs Style



Brand Positioning – Price vs Scenario

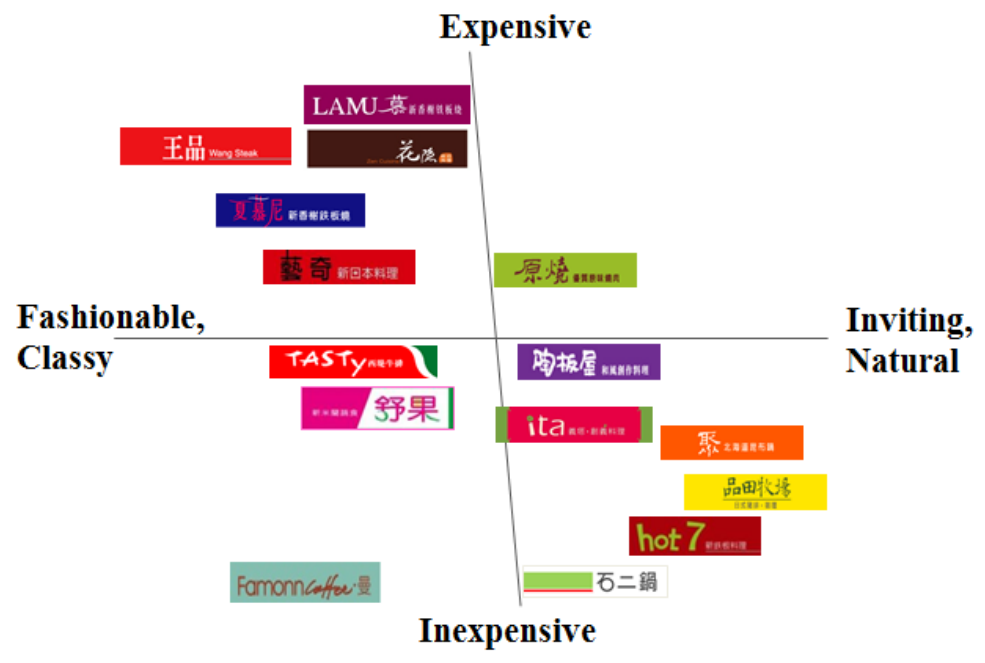


Figure 9 Brand Positioning of Each Wowprime Brand (Source: Wowprime Corp)

In order to differentiate one brand from the next, each of the 15 brands, including the various Western, Japanese and French dishes, the food from steaks to yakiniku to hotpot to drinks and desserts, were given a unique scenario to suit the brand positioning of each and to differentiate it from the others, as shown in Table 10.



Table 9 The Unique Nature of Each Wowprime Brand(Source: Wowprime Group, compiled for the present study)

Brand	Type	Food	Scenario
Wang Steak	Western	Elegant Western-style steak	Classy, but not flashy. The staff uniforms and the dining experience as a whole are geared towards providing customer-oriented and friendly service. The uniforms are a light gray with mandarin collars and waistcoats, and the music is classical music. The tableware is white and large, giving a feeling of ostentation, and the food is of high quality and beautifully presented.
TASTy	Western	Mid to high price point steak	Modern Mediterranean style, youthful smiles, shirts and kerchiefs, Western modern pop music, Western-style tableware for a lively look. The food also looks very different, and goes after the current foodie and healthy food trends.
Tokiya	Japanese refinement	Mid to high price point Japanese cuisine	Simple, inviting atmosphere, modern Japanese style, friendly smiles from staff, as if they are welcoming old friends, uniforms are simple, Japanese-inspired with purples as the main color, pop music, nothing too heavy, tableware accentuating the beauty of form and function, food is creative, non-traditional Japanese-style Western cuisine.
Yakiyan	Barbeque	Mid to high price point yakiniku	Trendy, simple modern Japanese style, soft lighting with romantic jazz in the background, dishes are shared, staff uniforms are elegant with blacks, greens and dark reds. Classic Japanese refinement coupled with romantic jazz, tableware with natural, classical elegance, and simple food with fresh ingredients.
Giguo Hokkaido Kelp	Hotpot	Mid to low price point	A new Zen esthetic for the city, attentive service making the customer feel at home, uniforms are

Pot		hotpot	dark brown tops complementing black pants, matching the zen-like ambience within the restaurant. Music is predominantly the sounds of nature, to make patrons feel comfortable and relaxed. The tableware is simple cups and plates mostly in black and white, inspired by Japanese wabi-sabi. The food is of the highest quality.
IKKI	Neo Japanese cuisine	Mid to high price point Japanese cuisine	Oriental style, with black and red interior design. The service is friendly, taking care of customers like entertaining good friends at home. The uniforms are blacks and greys complemented with reds and whites, the music is rhythmic, Japanese-inspired. The tableware has a visual esthetic and classic Japanese refinement, creating an artistic feel and setting the food off nicely.
Chamonix	French and teppanyaki	Expensive teppanyaki	The interior has a circle dance floor. The service is attentive, the staff refined and cultured, wearing navy suit jackets for a professional appearance. Romantic French music, tableware choice has a foreign esthetic, with the unique combination of teppanyaki dining with French elements.
Pin Tian	Japanese-style tonkatsu pork cutlet curry	Inexpensive Tonkatsu Japanese-style pork cutlets	Simple, welcoming, Japanese-inspired fashionable décor and friendly, natural smiles make customers feel at home. The uniforms are trendy, and staff wear aprons. The music is New Age, with lively rhythms, the tableware is two-toned porcelain with a black and white check pattern, setting off the wooden eating utensils wonderfully, the regular grid of the checks contrasting with the irregular lines of the wood.
Sufood	Italian vegetarian	Inexpensive vegetarian food	Sufood is the Zara of the vegetarian food world in Taipei, with its colorful, trendy dining space, unaffected, friendly service, trendy uniforms and relaxing music. It uses plain, white tableware to bring out the colors of the ingredients and make the food look all the more appetizing.
Famonn Coffee	Coffee, cakes and snacks	Inexpensive cakes and snacks	Tiffany Blue décor is used to create a romantic French ambience and to complement the warm tones of the wooden furniture and sofas. Staff are friendly and dressed in black tops and pants to

			impart a professional, assured manner. The music is gentle, elegant French music, the food is handmade with only the freshest ingredients in alluring designs, using select imported ingredients. Quality French cakes and confectionary.
12hotpot	Hotpot, Shabu Shabu	Inexpensive hotpot	An uncluttered, intimate, bright dining area, showing that inexpensive hotpot can have well-designed surroundings, too. Customers are made to feel like valued guests, wait staff are dressed in casual T-shirts, and the music is Latin rhythms, all making for a relaxing atmosphere. The tableware is plain, modern, and white, and there is a wide range of fresh ingredients.
hot7	Teppanyaki	Inexpensive teppanyaki	Simple, bright new Japanese-style teppanyaki with fast-paced Latin music in the background. Seven -course meals and genki service.
ita	Italian cuisine	Italian pasta and pizza	Interior décor boasts Italian elements for a modern fusion styling, predominantly in white brick and complemented with wood to give a natural, fresh feel, together with the sunshine and the dynamic atmosphere and the Southern European music.
LAMU	Teppanyaki	Expensive French cuisine	Fashionable, modern dining atmosphere. Customers can watch the entire cooking process and enjoy the sights and smells of their food being prepared.
Hanakakure	Japanese cuisine	Expensive kaiseki cuisine	Combining the Zen ambience of Ikebana in a simple, elegant interior, with flowers tastefully featured with the food and placed around the restaurant.

Section 3: Wowprime Corp’s Corporate Model and Culture



A company’s ability to continue developing for the long term can be seen not only in its business revenue but in its ability to decide policy and its company culture. Wowprime Corp has a unique element related to its corporate governance, that of the Central Standing Committee (CSC, see Figure 9). The CSC is the group’s senior-level core policy-making body. The name is derived from the core decision-making body of political parties, and the idea came into being in 1994. At present, 26 people participate in the CSC, all of them being core management (directors or deputy directors of the nine departments that make up the group’s internal organization, as well as the assistant managers, vice presidents or presidents for each brand). These people hold a meeting every Friday to discuss the corporation’s plans and direction, as well as any recommendations the various sections might have. All major decisions, then, have to go through the CSC, and are only implemented once passed by closed ballot. Because of this, the CSC is predicated on collective leadership and consensus decision-making, and policies are only implemented after a consensus is reached among the core members. This reduces errors or resistance to implementation.

Wowprime Corp Organizational Chart

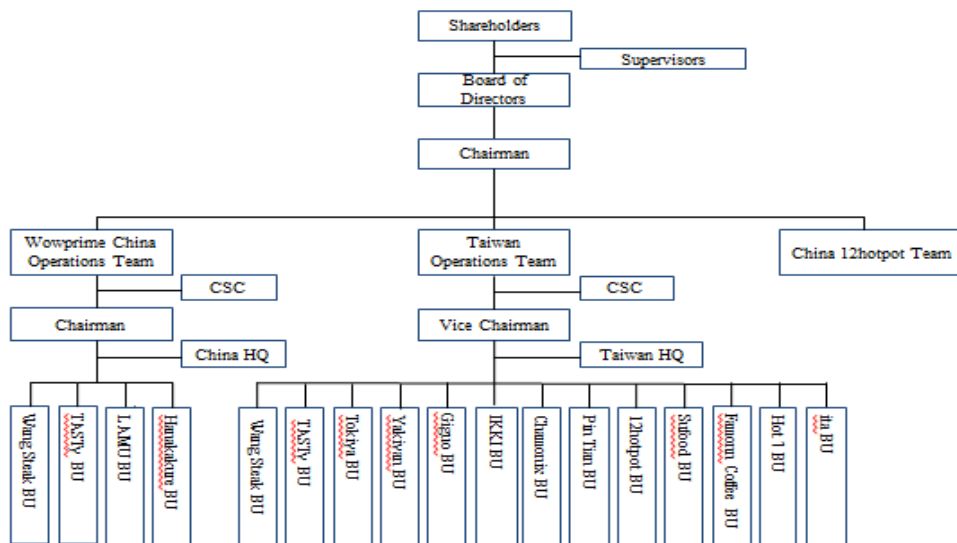


Figure 10 Wowprime Corp Organizational Chart (Source: Wowprime Corp)

Wowprime Corp is fully aware of the fact that, if the enterprise is to progress, it must be prepared to take on ideas from the outside world. Therefore, in order to absorb these ideas from outside, and to avoid internal stagnation, from 1997 it began inviting prominent members of society to give weekly presentations to the CSC, every Friday. The invited speakers were referred to as “Wowprime Instructors,” and to date this invitation has been extended to more than 500 people. The point of the exercise is to give the group the benefit of the experience and different perspectives of people from outside the organization.

Core Tenets

Wowprime Corp’s core tenets are “integrity, unity, innovation, and satisfaction.” Innovation in terms of brand positioning and the enterprise mindset, satisfaction in terms of customer service and a sense of cohesion within the organization, and unity in terms of the collective team spirit that comes from the various group activities held. The most important tenet, however, is integrity; that is, that everyone in the company complies with all of the company’s rules, placing integrity and honesty right at the center of the company as its main tenet. Together, the group’s regulations form its unique business model as shown in Table 11.

Table 10 Wowprime Corp’s Business Scope(Source: Wowprime Corp)

Idea	Content	Year established
Don’t give bribes	No collusion between politics and business, no “red envelope” culture	2001
Don’t take bribes	Colleagues must not accept kickbacks, accepting anything over NT\$100 results in immediate dismissal	1995
No tax evasion	Pay the taxes you owe, do not try to evade tax, even if it is legal	1998
No entertaining	Strictly no entertaining clients	2002
Strictly no pulling <i>guanxi</i>	Affiliates must not pull favors for company employees or other interested parties. Violations will result in ending business ties	1999

No poaching additional staff from previous company	Senior management (level 6 and above) invited to join the company shall not poach staff from previous company	1999
Maintain political neutrality	<ul style="list-style-type: none"> 4) The chairman shall not vote in political elections 5) Senior staff shall not recommend specific candidates to staff under them 6) No member of staff shall stand as a candidate for political office 	1999

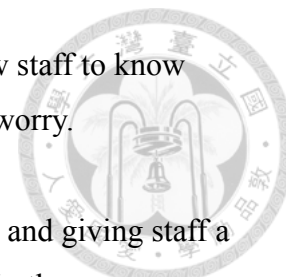
Enterprise Culture

Wowprime Corp has the motto “work hard, make money, enjoy life,” and encourages its staff to participate in the various events it organizes internally with its “study credits” system. Annual events include the 15-day Himalayas Base Camp, the five-day cross-Taiwan cycle trip, and the three-day, two-night ascent of Taiwan’s highest peak, Jade Mountain, as well as the Sun Moon Lake swim and marathons.

There are also 300 credits available for “travelling to 100 countries, eating in 100 restaurants, and climbing 100 peaks.” The point of encouraging these kinds of activities is to broaden the staff’s experience and world view, and to encourage them to be adventurous. Obviously, the rather ambitious “300 credits” scheme is more of a long-term proposition, and so the company also has a 30 countries, 30 peaks, 30 restaurants target, which is more achievable in the short term.

Wowprime Corp also likes to encourage staff to think of themselves as part of one big family, and hopes that once they join, they will stay. It is therefore very important to the group that staff are taken care of. There is a dividend incentive system, where 33% of the profits for every month are set aside for bonuses for all the staff the following month, and staff can check the financial figures online as soon as they are available. There is also an 0800 number that staff can call if they feel they have been treated unfairly at work, as well as a “no nepotism clause” to guarantee workers’ rights. This clause prohibits fourth-degree or closer relatives of staff above level five from entering the company, and the eldest child of the president cannot get involved in group tasks. There are also many stipulations, such as the Wowprime Constitution and

a clause about people who are overly demanding, all of which allow staff to know where they stand, and just get on with their jobs without having to worry.



The “happy family” idea is about guaranteeing workers’ rights and giving staff a sense of security. There is also a range of welfare funds set up within the company. From 1995, when the Tai Sheng-yi Employees’ Peace of Mind Fund was established, to the present day, Wowprime Corp has set up five separate funds, all of which are there to provide for employees in times of trouble or when an emergency arises, or for stipends to help towards the cost of putting kids through school.

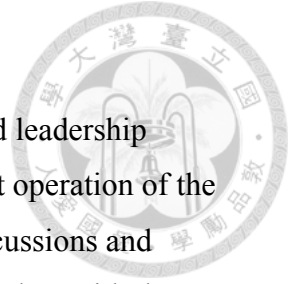
In 2009, Wowprime Corp also proposed a Corporate Responsibility charter, guaranteeing that no protected or rare animals or items, such as abalone, shark’s fin, or bird’s nest, will be used in any of the dishes served by any of the group’s brands.

The group’s activities have certain guiding principles. They should be in the public interest, healthy, cultural, green, non-wasteful, charitable, and educational, and should encourage compassion and conservation. All brand promotions include the concept of “one brand, one commitment to the public good,” to create an intimate connection between business and giving back to society. Examples of public interest promotions organized by the brands are shown below:

Table 11 Wowprime Corp Public Interest Events, by Brand (Source: Wowprime Corp)

Brand	Title	Event	Started
Tokiya	A Book for Everyone	An annual book donation event that has seen over NT\$53 billion in time and resources and 187,682 books donated over nine years.	2005
Giguo	Chopsticks for the Earth	This promotion advocates using reusable chopsticks, reducing the amount of disposable chopsticks by 2 million pairs every year and reducing carbon emission by 20,000 kgs. In the last few years NT\$8 million has been donated to produce environmentally friendly chopsticks and bags. Between 2007 and 2013 more than 90,000 pairs of these chopsticks have been sold.	2007
Wang Steak	Spread the Love	The Spread the Love promotion, held	2008

		occasionally, has sent out over 150,000 roses to support flower farmers and to spread a little love around the island in the meantime.	
TASTy	Youth Stand Up Call for Blood Donors	This is an annual appeal to give blood. Starting in 2008, over the last six years people from all over Taiwan have donated 32 million cc of blood, with as much as NT\$30 million donated in time and resources.	2008
Yakiyan	Clothes Collection To Help a Child	The annual Clothes Collection To Help a Child event has been able to donate over 170,000 T-shirts, and over NT\$50 million, over five years to help underprivileged children.	2009
Pin Tian	Carry Happiness With You	The Carry Happiness With You event, held every year starting in 2012, has seen an estimated NT\$4.98 million in donations from all over Taiwan in two years. The proceeds go to helping underprivileged groups.	2011
IKKI	Urban Creativity + IKKI	The annual Creative Arts Day is a cooperation with art and design groups. In 2013 there was a joint exhibition for Taiwanese designers, the Urban Creativity + IKKI event. The proceeds from the auction, NT\$1.5 million, were donated to developing cutting edge design in Taiwan, and to caring for the underprivileged.	2011
Chamonix	Music Dream	Music Dream promotes music appreciation and music education, bringing together groups of musicians from Europe to perform for disadvantaged groups. In 2013, 1,200 people donated to the project.	2012
12hotpot	Food Safety Push for Peace of Mind	Out of concerns for public food safety, the brand has teamed up with government food accreditation agencies. The promotion has already tested 168,000 kgs of rice, around 20,000 kgs of goose and 68,000 kgs of pork for black pudding, to ensure the public of its safety.	2012
Sufood	Sufood Hike for Health	From 2013 the brand has organized a hike, themed on “health, nature and beauty.” The event is designed to help promote healthy eating habits and exercise. In the first year, 2,000 people attended, walking a total of 20 million steps.	2013



Wowprime Corp runs a tight ship, with a rigorously-organized leadership structure and company regulations in place. Despite the independent operation of the brands, the Central Standing Committee can, through collective discussions and decision-making, ensure that there is a consensus within the group. Also, with the “happy family” company culture, and the business model of continuously creating new brands, everyone in the company has a promotion route open to them. And, the public interest events mean that Wowprime Corp can give back to the community. These elements of the Wowprime culture can be seen in Figure 10 below.

Finally, there are the ceilings placed on the all-important metric of revenue, that is, an annual revenue growth rate of between 10% and 30% and a profit of between 10% and 15%. These limits have been established in the interest of curbing unfettered expansion, maintaining reasonable profit margins and keeping a stable business. Because of the innovative and unique nature of Wowprime Corp, together with the VPS and VCC models of innovation, the group can not only keep creating new brands, it has also been able to establish a sustainable restaurant business empire.

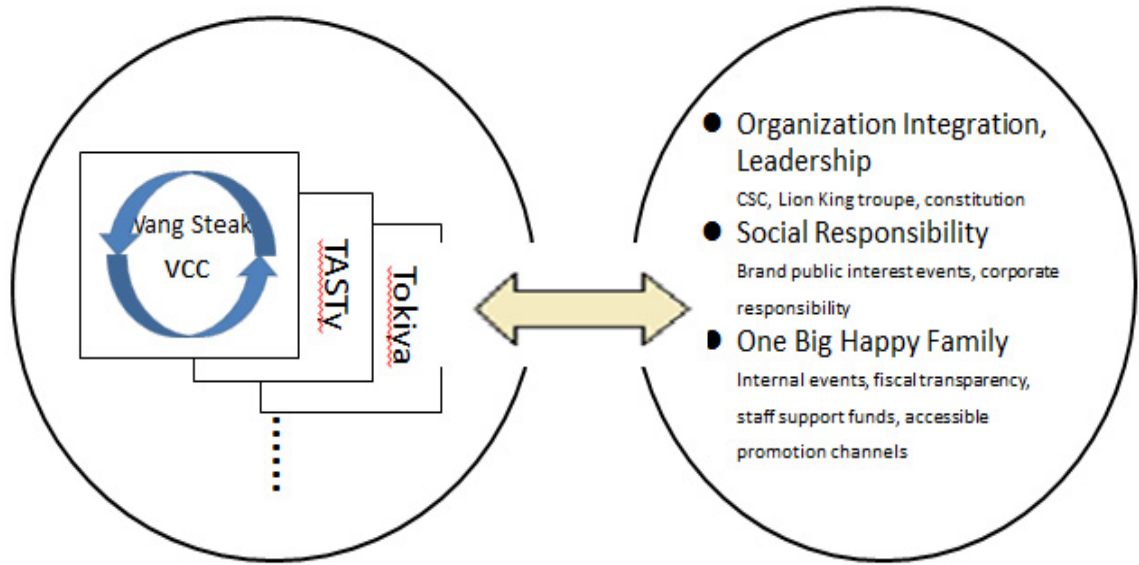
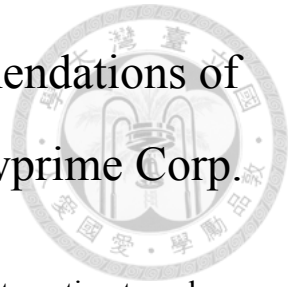


Figure 11 VCC and Wowprime Corp's Enterprise Business and Culture

(Source: Yu Chang-sung)

Section 4 : Long term strategies and recommendations of continued innovation and expansion of Wowprime Corp.



In order to pursue expansion, most business practice vertical integration to reduce operating costs, or to expand the chain to achieve economies of scale or diversification of product development, to fight for a bigger market, as shown in fig12. The purpose of this section is to develop the long-range strategy of Wowprime Corp.'s continued innovation and expansion, as a recommend to a long-range development.

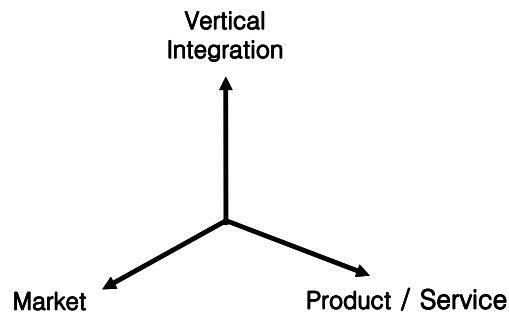


Figure 12 Business Expansion Strategy

With innovation and expansion of the market, Wowprime Corp. builds great catering group territory. In this section, we use three elements of innovation, VPS and VCC innovation cycle theory mentioned in Ch.2, to develop Wowprime Corp's continued innovation and expansion strategy. Brief words, is based on three elements of innovation(Never thought of before, Impossible / possible, Heart-touching), the integration of innovation cycle VPS theoretical as it's framework, then VPS guide the long-range strategy for enterprise development.

This section defines innovation and VPS based on theoretical innovation cycle, from innovation to expand the three elements to the policy framework of continuous innovation and expansion, We create a frame work of Wowprime Corp. continued innovation and expansion strategy of sustainable development as a recommendation later, shown in Figure 13. Figure 13 includes two parts:

(1) the ongoing consolidation of the three elements of the innovation from the innovation of the corresponding VPS.

(2) VPS long-range development strategy.

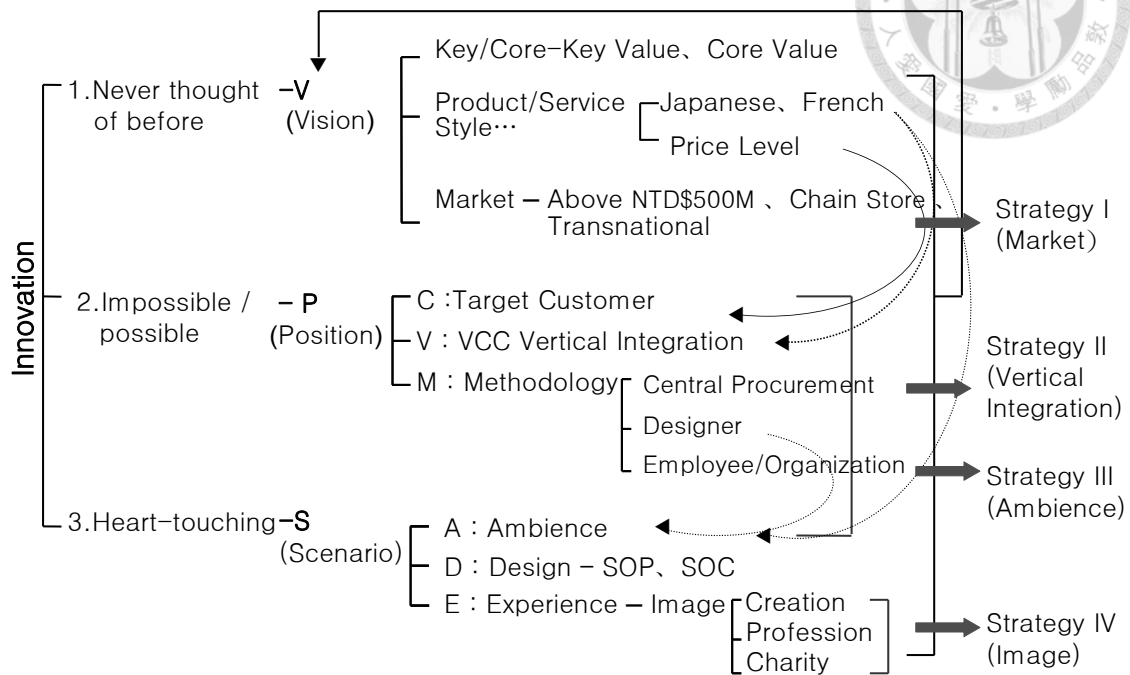
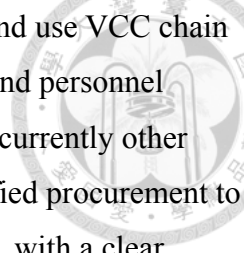


Figure 13: Wowprimw Corp. multi-brand continuous innovation cycle diagram (Cheng-Song Yu)

The Innovation of three elements related to innovation and continuous integration of the corresponding VPS part, as follows:

1. [Never Thought of Before → Vision]: Under innovative architecture (Fig. 13), do the no one else has done innovative mode (Never thought of before), deduce the best chance to find a market opportunity point (Vision innovation cycle from VPS). Wowprime Corp.'s core competence in the catering business model is to establish market segment in different product categories, each new brand created to be more than 500 million Taiwan dollars in revenue size and can reach chains and multinational brand benefits, in order to comply with the new brand innovation and market expansion goals.
2. [Impossible / Possible → Positioning]: do something others cannot do (Impossible / possible) is another innovative qualities, is VPS innovation cycle brand positioning (Positioning). Wowprime Corp. focused on brand uniqueness, segment of the target audience, and more brand differentiation. Therefore, the brand mixture with other brands is strictly prohibited. Each brand must have an independent exclusive



designer and independent development of innovative features, and use VCC chain design make unique vertical integration. On the organizational and personnel approach, the brand operates independently, which shall not concurrently other brands duties. Wowprime Corp. also asked the brand with a unified procurement to achieve resource integration Group. Therefore, Wowprime Corp. with a clear positioning, the development of an independent multi-brand differences in the development and integration of innovative development model procurement resources.

3. [Heart Touching Scenario]: On considerate services (Heart-touching) qualities, that is situational VPS innovation cycle (Scenario). Wowprime Corp. by brand differentiation, to be separated in the restaurant decor, dishes, cutlery, music, ambience and service, with different designers to create a unique dining situation. On education and training, in order to make the brand SOC SOP and consistency with the situation, to create a professional and caring service atmosphere, the brand also with a variety of public events with links to create Wowprime Corp. innovation, public and professional caring corporate image.

About the long-term development strategies deduction from VPS part, as follows:

In the framework of innovation qualities and VPS innovation cycle theory, the paper concludes Wowprime Corp. continued innovation and expansion of the four major expansion strategy and long-term development proposal:

Strategy One, market expansion strategy:

- 1. Requirements established more than NT \$ 500 million in revenue size.**
- 2. Elements of the chain and the expansion of cross-border development**

Wowprime Corp. has created 15 different brand. The qualification of its creation of new brands, in addition to a restaurant and the core qualities, it must provide more than 500 million Taiwan dollars in revenue size, and has a chain and cross-border development in order to meet the new brand economic benefits.

Wowprime Corp. target on one tenth of the total market size , as a new brand established operating standards. Stone Two pot, for example, Taiwan has more than NT



\$ 10 billion hot pot market, so the feasibility of brand development, in 2009 **12 hotpot** t was founded ,in mid-2014 a turnover of one billion Taiwan dollars. Pizza assess market opportunities in Taiwan up to 50 billion Taiwan dollars, in June 2014 Wowprime Corp. set up a new brand **Ita**, the province opened a 4 shop set up six months, turnover of 50 million Taiwan dollars in 2015 is expected to show the number of stores amounted to 8, currently it ita although not yet reached NT \$ 500 million in revenue, but it has accelerated the development chain stores and operations to NT \$ 500 million goal. Wowprime Corp. currently earn more than 500 million Taiwan dollars in revenue,and has been more than 10 brands (Wang Steak, Tasty, Tokiya, Yakiyan, Giguo , Pin Tian, Ikki, Chamonix, 12hotpot, Sufood)

In order to achieve brand chain for effective control and operational efficiency, Wowprime Corp. owned all the shops 100%. Headquartered direct charge the investment operation, therefore, the Control Manager Group handles all of its stores. Operating strategy can also be issued directly and execute fast, and can unite multi-brand cohesion, in order to reach maximum .

On cross-border strategy, Wowprime Corp. joint venture with the Philippines Jollibee Restaurant Group, set up a "WJ12hotpot " in mainland China. Also, it cooperates with Singapore Putian and will introduce ShuQuo to Singapore. At the same time, the world's largest fast-food Group, Chinese Panda Express, joint venture with Wowprime Corp., they will established Yuan restaurant in US in 2016. Wowprime Corp. of cross-border cooperation strategy is authorized to take joint ventures overseas, set less than 50% funded ratio, aimed at maintaining Taiwan's sustained development of multi-brand momentum, allowing the creation of new brands continue to be able to expand to the world, as shown in Table 12. Wowprime Corp.' market expansion strategy is to become a global multi-brand restaurant group in the future.

Table 12 : Wowprime Corp cross-border cooperation strategy (Wowprime Corp.)

Brand	Tokiya	12 hotpot	Sufood	YakiYan
Area	Thailand	China(Hong Kong and Macao included)	Singapore	U.S.A.
Licensee	Kin Kab Tan Co., Ltd. (Ichitan Group Co., Ltd)	Jollibee Foods Corporation (Jollibee Worldwide Pte. Ltd.)	Pu Tien Restaurant Pte. Ltd.	Panda Restaurant Group (PFV Barbecue, LLC.)
Cooperation Model	License	Joint venture 、 License	Joint venture 、 License	Joint venture 、 License
JV Ratio	NA	45% vs 45%(Wowprime) (10% others)	70% vs 30%(Wowprime)	75% vs 25%(Wowprime)
Opening Day of the First Store	2011.09.01 (2014.03.10 Closed) The second store opened on 2012.03.01	2013.01.31	2014.05.28	2016.02(Estimated)

Strategy II, group integration strategy: a unified procurement, quality assurance, economies of scale and industrial cooperation

In order to achieve maximum economies of scale, Wowprime Corp. set group integration strategy as its guidelines.

1. Wowprime Corp.'s brand, regardless of brand attributes cuisine, begin with group integration unified procurement mode strategy to achieve best value for money (Figure 14): A unified procurement and bimonthly cash payment method to obtain the lowest purchase cost, increase profit margins on the business.

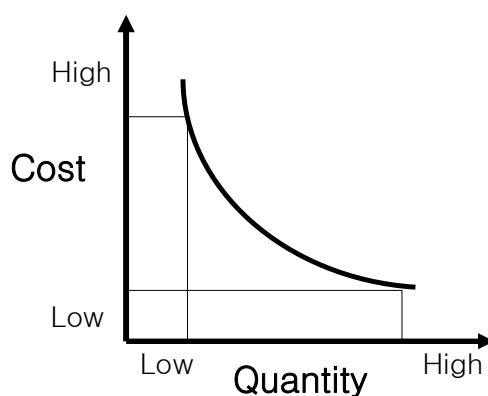
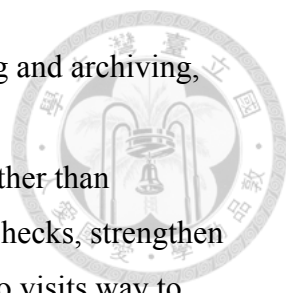


Figure 14: Wowprime group integration unified procurement mode strategy

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2. Uniform procurement management execution ingredients auditing and archiving, play food safety Control Manager performance.

Wowprime Corp. unified procurement is product quality rather than price-oriented procurement of ingredients and quality assurance checks, strengthen the food safety traceability management mechanism ingredients to visits way to audit the quality of suppliers, in 2015 food safety management plan to import information system (also known as food goes), through systematic and effective management of the ingredients audit data collection procedures, the construction of traceable food safety management system, transparent supply chain in order to increase consumer confidence, enhance food safety management standards.

3. enhance mutual cooperation : establish a good relationship with suppliers, the blue-chip suppliers in recognition of the General Assembly held every year, and regulate the internal commission can not retreat, do not accept more than 100 yuan vendors benefit, to ensure long-term cooperative relationship with each other to achieve a win-win industrial cooperation.

Strategy Three, brand strategy and atmosphere: a Lion / a brand, a position, a scenario

In order to create atmosphere to achieve brand differentiation, brand positioning strategy to target different market segments to be separated. In the atmosphere creation, each brand has different independent exclusive designer, the brand undisturbed atmosphere each other.

1. A Lion (General Manager) manages a single brand:

Under the brand strategy and the atmosphere, in order to strengthen the brand positioning, in addition to a Lion (General Manager) manages only one brand (if it another creation of new brands, the original brand to another position shall managers), the organization and the talent to be regulated, not commonly used group name, the brand to operate independently without total chef, does not set up a central kitchen, staff shall also serve other brand position, aimed at maintaining brand differentiation. In the atmosphere, divided by a single pricing and unique meals in the form of packages of different products and services, the brand has the exclusive designer, aimed at shaping a brand differentiation atmosphere.



2. a brand, a position, an scenario:

Wowprime Corp.'s brand strategy and policy environment is a brand, a position, an scenario, to organize, the designer's talent and independence, so that the brand positioning and atmosphere combine, it could innovative brand, and continue to expand multi-brand differences.

Strategy 4, corporate image strategy: innovation, professionalism and a caring welfare individualism

Wowprime Corp. to constantly innovate, professional caring and social welfare, the establishment of corporate image.

1. Innovation:

Wowprime Corp.'s each brand catering innovates the internal characteristics of R & D innovation and meals. But also create "a new brand of the year" to encourage innovation, so Wowprime Corp. can be an endless supply of continuous innovation.

2. Professional intimate:

In education and training to SOP, SOC and customized special attentive service, the establishment of a professional caring image. And to promote "a brand of a public service", that is, each brand are launching a charity, from blood donation, donating books, walking, love the earth environmental protection, and other activities to help disadvantaged children, so that the brand and public combined to contribute to the community as a mission.

3. The family doctrine:

Wowprime Corp. emphasizes the "one-person doctrine," In addition to a fund to help colleagues trouble to take care of all my colleagues for the purpose, to achieve financial transparency and bonus system, shared operating results and colleagues. And to develop "analities Family" (Annex I) and the "Constitution" (Annex II), the establishment of honest corporate culture.

Wowprime Corp. focus on brand innovation, professional caring, public mission and implementation of a corporate culture of individualism, Wowprime Corp. has established a unique corporate image.

Chapter 5: Conclusion



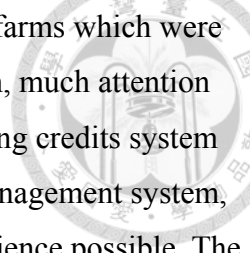
This study has used VCC and VPS analysis to look at Taiwan's catering sector and the various models employed by restaurant brands. The success of Wang Steak and Wowprime Corp's innovative model is concluded in three conclusions below:

- 1) The features of the catering sector are brand positioning, food concept, the scenario of the restaurants, and business model. **Innovation has already become a normal condition in the sector, with many companies employing innovation to segment the market and sustain their competitive advantage.** To have a sustainable business model, however, you also need to have the ability to improve systematically and continue innovating. The threshold of entry into the catering sector is relatively low, lower in fact than the exit threshold, and if a company is to survive and continue to grow within the industry, innovation has become a normal condition and necessary choice.

Within the fiercely competitive catering industry, innovation has become a basic requirement. If a company wants sustained success over the long-term, however, it also needs the ability to improve systematically and to continue innovating, a point worth repeating.

- 2) Wang Steak is a perfect example of the success of the Value Creation Cycle (VCC). Through its innovative provision of steak under the VCC model of innovation came the research and conception of the food, the SOP, the conception of the scenario, as well as the special training of the staff. With these, the brand underwent systematic, cyclical improvements, and was able to provide a friendly service other companies were hard-pressed to match. This, together with its ability to continuously improve and expand, established the brand and differentiated it from all the others.

Wang Steak's brand positioning demonstrates the vision of the company behind it. Wowprime offered a product, steak as part of a complete set meal, that was novel in the market of the day, promising value for customers (one cow serves six) in classy surroundings, and treating customers as VIPs. The food itself was subject to



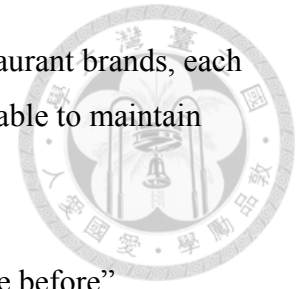
strict food safety controls, the meat sourced at specially selected farms which were contracted to supply so the meat source was traceable. In addition, much attention was paid to customer service, using an SOP based around a training credits system to achieve customer-oriented service and a customer relations management system, all to ensure that the customer was afforded the best dining experience possible. The dining scenario was all geared to this end, down to the classical music in the background, the large tableware and the staff uniforms. The consideration of the customer extended to the backend part of the operation, too, with more emergency exits provided than were required by law, and special safety windows installed in the refrigeration compartments, so that the restaurant environment adhered to the highest safety standards for both customers and staff alike. This was all thanks to the VCC model of innovation.

It was due to the VCC innovation model that Wang Steak was able to improve cyclically and continuously, so that the brand could achieve its optimum potential. It was able to expand, opening more restaurants, and thereby increasing the efficiency of the operation, allowing it to take advantage of economies of scale and to secure a more favorable purchasing price from its suppliers and therefore better quality ingredients. These improvements were passed onto the customer, thereby further improving the overall standard and quality of service. This was the innovation model that led to Wang Steak's success and its ability not just to survive but to thrive.

In addition to brand innovations, Wowprime Corp was also able to implement its own SOP, something not often achieved in the catering sector. This SOP enabled the restaurants and their service to attain a higher standard, and for there to be a higher degree of consistency between brand positioning and scenario, which in turn made the process of opening up new restaurants that much faster and efficient. As a result, during the process of innovation, Wowprime Corp was able to formulate a unique, systematic business model and to create a sustainable niche in the market.

- 3) The marriage of Wowprime Corp's multi-branding business model and the Vision Positioning Scenario (VPS) innovation cycle:** With the VPS, Wowprime Corp set its sights on an already mature market and, through unique positioning and brand

scenarios, managed to systematically create and innovate 15 restaurant brands, each with their own positioning and brand differentiation. It has been able to maintain innovation and long-term expansion.



One common type of innovation is that of the “never done before”.

Wowprime, however, went against conventional wisdom, and looked for things which had been done in the market, things which had already been proven to have a large market. In this paper we have looked at Wowprime Corp’s operating model, and how it has been able to succeed in multi-branding.

- 4) From its starting point with the single Wang Steak brand, and based on the VPS, the group systematically created multiple brands, each with their own individual features, to achieve a cycle of innovative brand creation.

The Wowprime Corp brand expansion process, using the VPS model, is as follows:

In terms of vision:

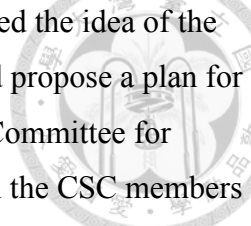
1. Enter an existing market, do not create new ones.
2. Only markets worth NT\$500 million or more are economically interesting.
3. There must be potential for expansion overseas.
4. It mustn’t be too exclusive: it must conform with the needs of the market and take into account corporate social responsibility.

In terms of brand positioning:

1. Segmenting the market through differentiation, centered on the set meal format.
2. Single price, so customers know how much they will spend.
3. Multiple options in the set meals.

In terms of scenario:

1. The product is concentrated into a single narrative, any one brand has only one product, which cannot percolate into any other areas.
2. There is consistency between the brand and the scenario, which defines price range and target customers, so that the service and SOP conform to scenario and create that consistency.



After the Wang Steak brand was created, Wowprime Corp devised the idea of the “Lion Dance Troupe” and the “Lion King” group leader, who would propose a plan for a new brand, using the VPS, and present it to the Central Standing Committee for review. After a succession of discussions and amendments, in which the CSC members would hone the plan to its optimal incarnation, the new brand would be implemented, again according to the VPS model. With this model it was possible to come up with one new brand after the other.

Wowprime Corp was able to create a total of 15 brands, from the very first brand, Wang Steak, to the latest, its Italian cuisine, covering the whole range of price points and differentiating cuisines. This not only enabled Wowprime Corp to successfully establish a multi-branding model, it also enabled it to expand brands into overseas markets in China, Thailand and Singapore.

Wowprime Corp differed in seven ways in how it established its own catering group, compared with the multi-branding approach of other companies within the catering sector.

1. Each and every brand has a different director.
2. There is no central kitchen.
3. There is no head chef overseeing all brands.
4. Each brand has its own designers.
5. No brands use the Wowprime name.
6. There is intentional and careful differentiation of food, service and décor from brand to brand.
7. Each brand holds a different kind of public interest activity.

The objective of these seven elements was to differentiate one brand from another as much as possible, and to allow optimum innovation. This approach enabled the group to be more successful in its multi-branding compared to competitors in the industry.

5) According to the framework analysis by VPS model and innovation characteristics, shows the key factors about the success of long-term development and Wowprime Corp.’s four major expansion strategies to continue innovation and expansion:



Strategy 1: Market expansion strategy

- 1.The criteria for the scale of annual revenue more than NT\$500 millions
- 2.The criteria for the chain store and expansion of cross-border development

Strategy 2: Group integration strategy: central procurement, quality assurance, economies of scale and industrial cooperation

In order to achieve maximum economies of scale, Wowprime Corp. uses group integration strategy as guidelines.

Strategy 3: Branding and Scenario strategy: a “Lion King” for each brand, a position, a scenario

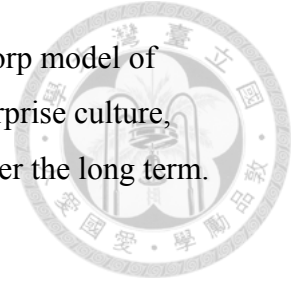
In order to achieve the differentiation between branding and scenario, in brand positioning strategy, to separate different market segments by different markets and target customers; in scenario strategy, each brand has its own individual designer for fear the brand scenario will be confused by each other.

Strategy 4: Corporate image strategy: Innovation, professional caring and social welfare, and family doctrine

Wowprime Corp. to constantly innovate, professional caring and social welfare, establishes the corporate image. Wowprime executes the corporate culture from A to Z on branding innovation, professional caring, mission of social welfare and family doctrine, builds up the unique corporate image.

Wowprime Corp’s success in multi-branding is testament to the efficacy of applying the VPS and VCC model. It is this that has allowed Wowprime to have the latitude it has in the way it has created new brands. In addition, the unique nature of the group’s enterprise culture, with its organization and its leadership – for example the collective decision-making of the CSC, the Lion Dance Troupe approach to conceiving new brands, the idea of the group as one big happy family, and the events aimed at

giving back to the community – all of these bring the Wowprime Corp model of innovation into perfect sync with its corporate governance and enterprise culture, enabling it to continuously expand and sustain its catering group over the long term.





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