

文德食品行

傳統市場的好味道

文德食品 e 化再造



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企業名稱：
文德食品行

成立時間：
民國41年

行業別：
批發及零售業

縣市別：
屏東縣

員工人數：
4人

資本額：
NT\$ 5,000

主要營業項目：
肉類加工品自產自銷，包含洋火腿、肉乾、肉酥、香腸等

網址：
www.wenter.com.tw

e 化成功工具：
網站建置

輔導開運團：
伺服網路科技(股)公司

企業感言：
e化讓我可以專心放在品質和管理

文 德食品由老闆林文德先生於民國41年創立，主要從事肉類加工品自產自銷，生產的肉類加工品包含洋火腿、肉乾、肉條、肉酥、肉脯、魚脯、魚酥、香腸等產品，並於民國73年在屏東市杭州路傳統市場正式成立文德食品行，將零售事業推至巔峰，擴大實體經營店面，客戶群遍佈全省。現在已由第二代林世昌接手經營，更成立門市部和工廠，積極打開外銷市場，將文德食品發揚光大，產品也更加多元化。

不斷尋求把餅做大的突破之道

文德食品第二代經營者林世昌回想到，從民國86年就不斷思考，想將老師父的好手藝發揚光大，而非侷限於屏東；一年後，他在高雄開了第一家分店增加通路據點，打算奮力一搏，不幸那時遇到口蹄疫疫情爆發，國人不敢吃豬肉，市場對豬肉食品需求量驟減，整個肉類市場大受影響。文德食品行在高雄硬撐了一年多，生意明顯受到負面影響；但屏東本店因為在當地有極佳的信譽，影響不大，甚至屏東人不敢買別家的豬肉，只敢買文德食品行的豬肉，因為消費者知道他們的豬隻來源穩定，認為他們的貨源信得住。不得已的情況下，林世昌決定忍痛將高雄分店結束營業，回到屏東守住本店的生意，他雖然一心認為拓展通路是必要的方向，但對於開設實體店面的方式，卻深感無力灰心。

當時，適逢網際網路正要盛行之際，林世昌認為，或許運用網路無遠弗屆的特色，能為文德食品行帶來另一線曙光，恰巧當時有外國廠商想採購文德的肉品，林世昌便開始思考電子商務外銷的可行性。在資訊廠商的鼓舞下，他投入大量資金投資網路商店，積極開拓經銷網絡，滿心歡喜期待商城開張；但因資訊廠商毫無行銷策略的規劃，缺乏完善的售後

E-Business Revitalize a Traditional Foodstuffs Shop

Company Profile

Company Name:
Wenter Food Shop

Established:
1952

Business Category:
Wholesale and retail

Location:
Pingtung County

Employees:
4

Capitalization:
NT\$ 5,000

Major Business Items:
Production and sales of processed meats including ham, dry pork, fried pork, and sausages

Website:
www.wenter.com.tw

e-Business Instrument:
website installation platform

Assisting Team:
EC-SERVER.COM

Corporate Comment:
e-Business enables the company to dedicate its resources to product quality and management.

Lin Wen-teh founded Wenter Food Shop in 1952, mainly for production and sale of processed meats, including ham, dried pork, pork strip, fried pork, dried fish, fried fish, and sausages, which moved into a traditional marketplace on Hangchou Road of Pingtung County in 1984, with clients scattered throughout the island. After taking over the management of the shop, second-generation manager Lin Shih-chang set up a new outlet and factory, in addition to actively developing overseas markets, further augmenting the profile and diversity of Wenter food products.

In Constant Pursuit of a Bigger Slice of Pie

From 1997, Lin Shih-chang started to consider how to further augment the profile of the skills of the shop's old masters, expanding the shop's business outside Pingtung. With this aspiration, he opened a branch in Kaohsiung in 1998. Shortly afterwards, foot-and-mouth disease broke out and local people shunned pork, slashing demand for pork product. Thanks to its established reputation, the influence on the Pingtung flagship store was limited, as many consumers only dared to buy pork at the store, knowing that its pork supply was trustworthy. The impact on the Kaohsiung store, though, was substantial, forcing Lin to close it eventually. Lin felt frustrated in his attempt to expand the shop's sales channels.

With Internet applications about to take off, it occurred to Lin Shih-chang that perhaps he could resort to the



開運團也幫文德食品行選定可造成討論的議題，透過網友討論話題的及時性行銷方式主動散佈。

服務輔導業者e化，林世昌辛苦的血汗錢如石沉大海，導致他對電子商務的信心幾近夢碎。

文德食品盛名 開運團主動連繫輔導

由於文德食品行在屏東享有盛名，伺服網路開運團便主動連繫，表示目前經濟部中小企業處有計畫、系統性輔導中小企業e化，可以提供文德食品行專業協助，詢問老闆是否有意願加入縮減產業數位落差計畫的輔導，但由於曾有過不愉快的e化經驗，林世昌這次特別的小心，尤其他不希望大筆的投資又付諸流水。經過雙方詳細的溝通後，他發現伺服網路開運團提供的軟體不但價格合理，套裝網站也很簡單，基本模組都已經設計好，像他這樣對電腦不熟的人，基本操作也能很快上手，他只需要準備照片與說明等素材，網站就可以上線。而且高雄應用科技大學育成中心也願意提供協助，種種豐富的支援，讓林世昌願意再給自己一次機會試試看。

傳統老店開始注入現代e化元素

由於文德食品行是世族傳承，經營上還是偏向傳統經營，在輔導初期，開運團隊和林世昌密切

討論，決定透過電子商務方式，先替文德食品注入一股企業新流。林世昌也相當的配合輔導作業，熱心提供商品拍攝照片，並親自參與網站建置，給予專業意見。

輔導期間，林世昌想到可以自製印有文德食品專屬網址的貼紙，透過全家動員的方式，貼在商品包裝上，延伸網站效益。協助輔導e化的伺服網路開運團說，這些動作都是林老闆的創意，他們也深深為林老闆的前瞻性表示肯定；對傳統企業而言，轉型過程十分需要企業主親身參與的認真態

度與創新精神，這些特質都在林世昌身上看得到。未來，他們也將透過教育訓練，將網站的經營方式教給林老闆，透過自己操作，讓企業主親身體驗e化，帶給文德食品新氣象。

建立客戶資料庫

搭配主動出擊的行銷策略

在導入e化之前，文德食品行所採用的經營策略已面臨瓶頸，雖然客戶遍佈全省，但客戶名單仍停留在手抄階段，不但缺乏電腦化，更別提e化客戶名單。於是伺服網路開運團認為，需建立客戶關係管理資料庫，以便有效主動出擊拓展市場，為文德食品導入電子化為首要目標。

文德食品行透過開運團輔導，擁有屬於自己的電子商務網站，此網路建置軟體提供套裝的後台管理系統與前端相呼應，網站管理者僅需要一台可上網的電腦，即可進行網站的更新管理。文德食品行的宣傳方式，也從過去只有印製紙本的DM發送，加上了網路大量曝光，讓消費者在網站想搜尋火腿肉品的情報時，可以搜尋到文德食品行。由於網路傳染性極高，經由口耳相傳使得來客大排長龍，所以開運團隊與文德食品行便針

far-reaching nature of on-line marketing, an idea which was further fueled by the timely contact of a foreign buyer. Under the encouragement of an information-services firm, he made substantial investment in setting up an on-line store but his hopeful plan fell through, due to the lack of marketing-strategy planning and inadequate after-sales service of the information-services firm. Lin's money was wasted and his confidence in e-commerce dashed.

Faith-Restoring Team Offers Assistance on Own Initiative

Due to its reputation in Pingtung, the faith-restoring team of EC-SERVER.COM contacted Wenter Food Shop on its own initiative, inquiring with Lin Shih-chang about his willingness to accept assistance for e-Business under the auspices of the "Bridging the Digital Divide of the SME Project," sponsored by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. Due to his unhappy experience in e-Business, Lin was cautious. However, after in-depth communication, he discovered that the software price of EC-SERVER.COM was reasonable and the packaged website was simple, with well-set basic modules, easy to operate for even a computer novice like him. What he needed to do was only preparation of materials, such as photos and description, and then the website would be able to go on line. The incubation center of National Kaohsiung University of Applied Sciences also expressed willingness to help. Therefore, Lin Shih-chang finally decided to give it another try.

Introduction of e-Business Into a Traditional Store

As an inherited business, Wenter Food Shop leans towards traditional-style management and after in-depth discussion with Lin Shih-chang, the assisting team decided to inject new management concepts into its operations. Lin was also very cooperative with the assisting operation, providing commodities for picture taking and taking part in the website installation by offering opinions from the angle of a professional manager.

During the assisting period, Lin Shih-chang thought of the method of producing stickers bearing the shop's website address, which were then fixed on the commodities' packaging, helping augment the website's profile.

Assisting-team members confirmed Lin's innovation, as well as his forward-looking vision. They spotted in Lin a serious attitude and innovative spirit, features essential for successful transformation





文德食品建構網站，為傳統老店開始注入現代e化元素。

對低成本且最具渲染力，就能達到行銷目的的網路行銷，作為重點策略之一。

網路行銷成為重點行銷策略

文德食品選擇了登錄網站或付費請行銷公司或ISP提供登錄服務，他們登錄了各知名搜尋引擎，如蕃薯藤、Yahoo、Google、hinet等。接著他們也串連各大美食網站，交換icon或與知名網路媒體接觸，主動提供新聞稿，並在各美食、相關討論區廣留訊息。

開運團也幫文德食品行選定可造成討論的議題，例如文德食品曾受邀知名美食節目「鳳中奇緣」、「草地狀元」等節目採訪，透過網友討論



文德食品行50餘年的好口碑，建立在純手工製作、未添加化學藥劑、含肉量達90%以上的良好信譽；電子商務則讓更多人能享用此一美食。

話題的及時性行銷方式主動散佈。更重要的是藉由客戶名單的建立，設計一系列的電子文宣eD-M，主動寄發E-mail告知顧客最新的產品消息、

of a traditional business on the part of its owner. In the future, via education and training, they will teach Lin methods for website management, so that the business owner can experience in person the new aspect brought on by e-Business to the traditional store.

Customer Database Facilitates Aggressive Marketing

Before the introduction of e-Business, Wenter had run into a bottleneck in its management strategy. Despite the scattering of its customers throughout the island, it still relied on manual methods for the establishment of its customer list. EC-SERVER.COM listed as the primary objective for e-Business the establishment of a Customer Relationship Management (CRM) database, which can facilitate its aggressive marketing for business expansion.

Aided by the assisting team, Wenter Food Shop has its own e-commerce website, whose software offers corresponding back-office and front-line management systems, greatly simplifying the website upgrading and management work. The website has brought a large amount of on-line exposure for the shop, as consumers would encounter the website whenever they search for information on ham on-line. Due to the powerful word-of-mouth promotion of the website, the assisting team and Wenter list on-line marketing as a main function of the website.

On-line Marketing Becomes a Key Marketing Method

Wenter Food Shop registered its website at major portal sites or noted search engines, such as Yam, Yahoo, Google, and Hinet. Then, it linked up the website with major cuisine websites, exchanging icons or keeping in touch with noted on-line media, in addition to issuing press releases and leaving messages at major cuisine websites.

The assisting team also helps Wenter become a subject of discussion, such as arranging interviews with Lin by noted TV cuisine programs, which greatly enhances the shop's profile via discussion and timely dissemination among web browsers. Moreover, following establishment of a customer database, the assisting team helps Wenter design a series of e-DMs, sending to customers via e-mail latest information on commodities, promotional activities, and joint marketing activities, attracting browsing by customers.

The website has helped Wenter break the confinement of time and location for business development, boosting its revenue by 10-30%. By taking good advantage of its on-line edge, Wenter has broken its development bottleneck and improved its operational processes, thereby setting up an



促銷活動、聯合行銷活動，吸引客戶上線瀏覽。經過網路的擴散效應後，也吸引不少美食節目、平面美食雜誌媒體採訪，藉由各媒體報導更促成文德食品行的宣傳目的。

網際網路的發展，幫助文德食品行打破地區性經濟活動的限制，突破時間、空間為企業帶來無限的商機，營業額也看到約有10~30%的提升。文德食品善用網際網路優勢，突破現階段面臨的困境，並進一步改善運作流程，建立出屬於自己的24小時全年無休虛擬通路，更透過便利的宅配服務，將產品銷售至全省各地。

頭家經營 小秘笈

文德食品的研發改良工作仍永續進行中，目前依賴電子商城的即時資訊傳播性質，讓消費者得知新產品的資訊，並透過線上與客戶互動，隨時得知消費者在食用產品後的感想，以作為未來改良的參考。此外，林老闆也有心經營外銷市場，

計畫一步步建置外文網站，吸引國外消費者網路訂購，真正感受網路無國界的魅力。

開運團 輔導心得

e化前的文德是一家傳統市場的肉品攤場，市場因地區關係有所限制，經營額也無法突破現況。但e化後，文德食品開始接受網路訂單，營業額也開始增加，並發展全省性的市場擴展效益，對於過去自己貿然投入網路世界的林老闆來說，本次創新輔導與網路所帶來的效益，是他始料未及的，也才知道，e化是這麼的美好。

未來開運團隊希望能輔導文德食品達到在網路上也可以有傳統門市一樣的好業績，並在網路上，推出更多創意服務，使一家傳統的肉品小店舖能在網路上達到有品牌、高市場佔有率與獨特性。透過這樣子的成功模式，開運團隊希望繼續輔導其他更多的中小企業，邁向e化之路。

around-the-clock virtual channel and selling its products throughout the island, via the use of convenient home-delivery service.

Business Tips

With its website still undergoing R&D and improvement work, Wenter has started to utilize the website's advantage of instant information transmission to send consumers information on new products. Via on-line interaction with customers, Wenter can learn of the response of consumers to its food products anytime, using it as a reference for improving its products. In addition, Lin plans to set up a foreign-language version of the website, so as to attract subscription by foreign consumers on-line.

Comment of the Assisting Team

Before the inauguration of its e-business, Wenter was a pork stand in a traditional marketplace, running into bottlenecks for business development due to geographic confinement. However, after the launch of its e-Business, Wenter started to accept orders on-line, leading to revenue growth and expansion of its business island-wide. With his unhappy experience, Lin was surprised by the benefits brought by the e-Business.

In the future, the assisting team hopes to help Wenter score good on-line business, similar to its traditional outlet, in addition to launching more on-line services, so that a small traditional meat shop can achieve high market share and brand recognition on-line. Using its success as a paradigm, the team hopes to assist more small and medium enterprises embarking on the road of e-Business.