

国际贸易经典案例十二：She's Florists PDF转换可能丢失图片或格式，建议阅读原文

https://www.100test.com/kao_ti2020/251/2021_2022__E5_9B_BD_E9_99_85_E8_B4_B8_E6_c85_251096.htm Marketing and Customer Satisfaction Facing Business Challenges at She's Florists

Profiting from a Bunch of Data With only \$500 in their pockets, Helen and Marty Shih (pronounced "she") came to the United States from Taiwan in 1979 to pursue a graduate education. But the brother and sister were sidetracked instead of using the money Dad had given them to begin their studies, they invested it in flowers. A visionary with a passion for life, Marty Shih believed they had a one-way ticket to a better life. So he and sister Helen set up a flower stand on a Los Angeles street corner. They worked hard sometimes 16 and 18 hours a day and before long they were able to move their business indoors. Neither had a formal education in marketing, but they understood the importance of customer service. They began making notes about who their customers were, where they lived, why they were buying flowers, who they were sending them to, and what types of flowers they liked. The Shihs used this information to send postcards reminding customers that a special day was approaching. Their customers appreciated being reminded to send flowers, and business grew. Customer by customer, the Shihs expanded beyond their little lobby stand, eventually opening 16 She's Flowers shops in the Los Angeles area. They did more than just sell their blooms. They mass-produced their arrangements on an assembly line, just like McDonalds mass-produces hamburgers.

Each shop offered between 15 and 21 designs , which were listed on a menu board. Again , customers appreciated the speed and consistency of these flower arrangements. However , bouquets werent the only things blossoming at Shes Flowers. Over time , the companys customer information files had grown and were full of valuable namesmostly Asian American immigrants. In fact , the Asian American market became the Shihs primary focus. Pulling Asian names and addresses out of phone books and recording customers one-by-one , the Shihs eventually gathered so many names (all potential customers) that they decided to spend \$200 , 000 to computerize their database. In 1985 they designed a database program that allowed them to track much more information than they had been able to keep by handcredit-card numbers , payment dates , personal messages , delivery and vendor services , preferred floral arrangements , and so on. Simple to run , the database was integrated with all the shops cash registers. In fact , employees could not complete a sales transaction without inputting all customer data , including personal notes like "Mr. Jones never wants the orchid arrangement to be sent to Mrs. Jones : It wasnt long before Floralfax invited Shes Flowers to join a worldwide telemarketing organization that was staffed by American Airlines reservationists during slow travel periods. After joining , the Shihs annual revenues for the 16 shops doubled-from \$2 million to \$4 million. Convinced that telemarketing was a garden of opportunity , Marty Shih began exploring the possibility of selling other products to customers. If you were Marty Shih , how would

you profit from a customer information file that contained data on mostly Asian American immigrants ? What other products might you market to your customers ? How would you continue to build relationships with your customers and keep their business ? Meeting Business Challenges at Shes Florists Customer by customer , Helen and Marty Shih built a business empire serving the huge multi cultural Asian American market. While Helen continued to push flowers to customers , Marty began telemarketing other services to this rapidly growing market. After all , having a database of Asian American immigrants , knowing their language , and understanding their cultural differences , the Shihs could make their blossoming database pay off. So Marty Shih founded the Asian Business Co-op , an Asian buying club that negotiates discounts on products and services for its members. For instance , by entering into a joint venture with Sprint , the co-op sold special discount long-distance services to the Asian community. Of course , the growth of the partnership was helped by the fact that Asian Americans make three times more international calls than other ethnic groups in the United States. Soon Marty entered into relationships with other service providers : DHL Air Express , New York Life Insurance Company , Service Master , Lucent Technologies , United Van Lines , and Pearle Vision-to name a few. It seemed that the Shihs not-so-little database (currently 1.5 million names) was a gold mine of opportunity for companies looking for new business. And Marty was their bridge-repackaging and customizing products and services and selling them to Asian

Americans at a substantial discount. At the heart of the co-op were the 550 telemarketers who understood the diverse Asian culture and collectively spoke six different languages-Mandarin , Cantonese , Korean , Japanese , Vietnamese , and Tagalog (spoken in the Philippines) 。 Asian immigrants (most of whom did not speak English) needing advice on dealing with immigration officials or perhaps help in understanding a bill , could call the Asian American 411 (at 1-800-777-Club) and get whatever information they requested-for free. After all. Marty knew that they would eventually buy something. Meanwhile , each caller was added to the companys database. With over 1 , 200 new immigrants calling daily , the Shihs decided to sell the flower shops and concentrate on the more profitable telemarketing business. Today the Asian American Association (founded in 1995 as an offshoot of the co-op) comprises 13 companies and has branches across the United States. The 550 informed telemarketers sit ready at computer banks and phones to address the financial , health , insurance , travel , and other personal concerns and needs of Asian Americans , while moving well over \$200 million in merchandise annually and bringing the association over \$25 million in annual revenue. The association has become a center of social , cultural , educational , and political life for Asian Americans. With over 1.5 million members , the list of offerings keeps expanding. The more the telemarketers learn about the callers , the better the association can serve them. Headquartered in a 65 , 000-square-foot building in El Monte , California , Marty and Helen Shih have come a long way fr0111

that single street corner flower stand. Still , many challenges lie ahead. With services aimed mostly at recent immigrants , the Shihs must find new ways to keep customers once they become more assimilated into the American culture. Plus , its not easy to market to this diverse group. After all , a person who is Chinese is not Japanese is not Korean or Thai. And that makes it especially difficult to convey a single marketing message. But , "we always keep thinking big , " says Marty. With over 500 , 000 people visiting the associations Web site daily , theres a blooming opportunity out there. 100Test 下载频道开通 , 各类考试题目直接下载。详细请访问 www.100test.com