

Friven重组业务 要扭转连年亏损局面

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上海特约

主营寝具及家居用品的本地上市公司Friven，最近在上海开设第一家中国概念展示厅。这家展厅坐落于洋味颇浓的复兴西路，一幢法式三层小楼里，摆满了床单、刀叉、酒杯及许多来自欧洲的个性化餐具及床上用品。

Friven的投资方——First Alverstone Partners全股私人有限公司董事总经理吴硕峰告诉本报，Friven是有30年历史的品牌，主营床单用品，因之前的股东没有找到核心竞争力，导致公司上市后连续五六年亏损。

去年，全股公司将它收购并进行了重组，希望将它打造成一个提供“焕新居住空间用品”的品牌。

吴硕峰说，在重组过程中，他们一方面引入新的团队，邀请擅长零售和连锁品牌拓展的伍俊达加盟，担任Friven首席执行官；另一方面，去年在香港收购专门服务于英国和澳洲大型连锁百货商场的家居品采购商Eagleton，将这一资产注入上市公司。

着力挖掘品牌

与此同时，公司砍掉了Friven的非核心业务（包括在苏州的卫生棉膜



Friven在上海复兴西路开设的第一家中国概念展示厅。

工厂和男装部)，着力挖掘Friven近30年的品牌及潜在的核心价值，将经营重点放在包括床单在内的时尚家居用品。

经过一年的努力，全新的Friven实现了公司进化史上一次大的转变。公司在亚洲相继开了六家概念店和展示厅及60个零售点，覆盖范围包括新加坡、印尼、马来西亚和中国。

重组前，Friven在去年全年财政年度亏损1100万新元（营业额只有1200万新元）；而在今年上半年财年，Friven已将亏损缩减到了90万新元。

谈到为何会选择上海，并设立概念展示厅，吴硕峰说：“上海是领导全中国潮流的地方，我们希望把它作为一个展示家居时尚潮流的龙头，并且进一步扩大和带动广大的中国大陆其他区域的消费者。”

吴硕峰和他的合伙人很看好中国的中高端家居用品消费市场。他说，目前上海的展厅只是试营业，但客户反响之热烈，出乎管理层的意料。很多客人能在中国看到这样的零售概念都很感兴趣，甚至一些房地产公司老板也希望

洽谈合作，因为中国目前还没有一家提供中高端“焕新居住空间用品”一站式服务的品牌店。

全股中国区董事邵忱，也对中国家居市场和消费者有独到见解。他认为，“家”是当代中国中高收入人群自我实现的重要目标和表现，这些人群的消费观念发生着巨大改变，他们愿意花钱购买高品质的家居用品，但在中国国内，真正符合现代消费者审美爱好和使用习惯的产品却十分匮乏。

邵忱说，互联网将全世界精致美好的产品

展现在他们眼前时，他们却苦于无处购买。这一消费群体的潜在消费力十分惊人，而Friven要做的就是找对人、说对话、做对事。上海展厅目前从国外引进的产品不但设计简洁时尚，而且注重功能性、实用性，这正是Friven赢得市场欢迎的重要因素。

他说，公司目前主要经营的是国际一线品牌的家居用品、Friven系列、DS品牌床单、Allegoria品牌床单以及一些北欧设计师的产品。在不久的将来，管理层希望借助Eagleton遍及全球的采购资源，并根据客户喜好和即时反馈，为中国消费者提供更多合适的产品和服务。

吴硕峰说，表面上看，Friven是一个零售的概念，但它后面是一个强大的采购网络，“而且这一采购潜力还没有完全散发出来”。他说，今年公司会加强对中国市场的关注，在上海的模式成功后，将会在北京、广州等一线城市，谋求进一步发展。



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Friven restructures in a bid to reverse loss-making operations

Singapore-listed Friven, whose businesses include bedding and other home items, recently set up its first China-concept showroom in Shanghai. This showroom is located along Fuxing West Road, which is famous for its western appeal. The showroom is housed in a French-style three-storey building, and stocks bedsheets, cutlery, wine glasses and other European-style tableware and bedding.

According to Director of First Alverstone Partners China, Mr John Goh, Friven is a brand with a 30-year history that focuses on bedding accessories. Because its previous shareholder did not find the brand's competitive niche, the company suffered consecutive losses over the past five to six years.

Last year, First Alverstone Partners bought over the company and carried out restructuring, aimed at transforming Friven into an all-encompassing soft home furnishing brand.

On one hand, a new management team was introduced and Mr Roy Ng, who is experienced in retail and marketing, was hired as Friven's Managing Director; on the other hand, the company acquired Eagleton, which supplies home living products to giant retail chains in the UK and Australia, in Hong Kong last year.

Concurrently, the company ceased operating its non-core businesses (including a sanitary napkin manufacturing facility in Suzhou and its men's fashion and apparel division), and focused on its core capabilities in soft home fashion furnishings.

After a year's efforts, Friven transformed and the company consecutively opened six concept stores and showroom as well as 60 retail store counters in Singapore, Indonesia, Malaysia and China.

Before the restructuring, Friven suffered losses of S\$11 million in the last fiscal year (turnover was only S\$12 million); but in this half fiscal year, Friven has reduced its losses to S\$900,000.

When asked about the setting up of the showroom in Shanghai, Mr Goh said: "Shanghai is the leading fashion capital for China. We hope our showroom in Shanghai will inspire home fashion trends and lead in the expansion of markets in other parts of China."

Mr John Goh and his partners also see the potential in China's middle to upper-end markets for home living accessories. He said that although the Shanghai showroom is in its trial stage, the positive feedbacks which they have received from customers have already exceeded the management's expectations. Many customers have expressed interest in Friven's retail concept and some real estate companies are also looking at partnerships because there is no company which provides a one-stop platform for high-end home living accessories like Friven does in China to date.

Shao, Director at First Alverstone Partners China, also shares his views about the China home consumer markets. He believes that the home is where the high-income population in China expresses their individualisms, and these people are very willing to spend on quality products that meet their expectations, but which are lacking in China.

Shao said that the advent of the Internet has led people to better appreciate fine products from around the world yet there is no where to purchase them within China. Hence, there exists vast market potential. What Friven must then do is to look for the right partners, speak to the right people and do the right things. The Shanghai showroom currently displays products which are clean, stylish, functional and durable; this is why Friven is winning over the market.

Shao added that the company currently focuses on international quality brands such as Friven, DS, Allegoria as well as designer products from Northern Europe. In the near future, the management, through Eagleton, hopes to better source from around the world and provide immediate supply according to the customers' feedback and preference, offering more appropriate products and services for the Chinese consumers.

Mr John Goh said that although Friven focuses on its frontline retail concept, behind it is a formidable purchase network, "which has not unleashed its full potential". He said that, the company will focus on the Chinese market this year, and following the success of the showroom in Shanghai, will seek further development in Beijing, Guangzhou and other cities.