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... competitive edge, all one needs to do is look at how it operates on the mainland. The secret to its China success is that it buys local breweries, improves productivity and then pushes the local brand. It doesn't push its own Castle Lager or its premium Czech brand, Pilsner Urquell, on local markets halfway around the world, but rather plugs what is already locally consumed. We concentrate on local brands and focus on the second-tier market, away from the extremely overtraded market segment characterized by competition from state-owned breweries, explains Mitch Ramsay, the Johannesburg-based SAB international spokesman.
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... SAB holds a 49 percent stake in the joint venture China Resources Enterprises Beverages, or CREB, while the Hong Kong-listed firm, China Resources Enterprises, which has strong backing from the mainland government, owns the other 51 percent. CREB annually churns out about 30 million hectoliters of beer. The only bigger China player is China's oldest brewer, Shandong-based Tsingtao Brewery, which annually produces 57 million hectoliters of beer, enough to serve 12 billion people a pint of beer each.
... SAB has been the visibly most successful of the foreign brewers, says Ilan Stermer, a Johannesburg-based beverages analyst for Barnard Jacobs Mellet Securities. Many other foreign brewers steamrolled into China in the 1990s with hopes of selling their own international brands. They soon found themselves bleeding money and quickly sold off breweries or pared down the operations. But SAB has continuously expanded. For example, Britain's Bass, Australia's Fosters and Miller all invested money in China breweries in the 1990s that they later sold. Meanwhile, SAB has just kept buying stakes in regional breweries. From Far Eastern Economic Review?
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