



AMOREPACIFIC

Company Background

AMOREPACIFIC (Hong Kong) Co Ltd (APHK), established in Hong Kong in 2002, provides skincare and cosmetics beauty solution with its famous brands LANEIGE launching in Hong Kong in the same year. Two years later, Sulwhasoo, its flagship brand landed in Hong Kong and Sulwhasoo SPA service was brought to Hong Kong in 2008. In 2014, its luxury brand AMOREPACIFIC also came to Hong Kong. The company is a subsidiary of AMOREPACIFIC Group, which was established in 1945 and is now the largest cosmetics company in South Korea.

Leadership

With its Mission, Beautify the World, senior leaders are working well in diffusing its Vision-Mission-Vales into the entire operation of the company, covering its workforce, key suppliers, partners and customers, via its Power-3 Sustainability Model, namely, Principle-based, Purpose-driven and People-oriented strategies.

Senior leaders communicate actively with the workforce, starting by joining staff's on-board training, that is, their Extraordinary Journey. This is to promote service to internal and external customers through organizing community service work, and arranging regular business building meetings and director's messages. The Company also promotes a socio-system to provide family-support for the workforce to enhance family enjoyment.

Strategic Planning

The strategic planning process is well structured with high transparency and involvement at all levels of management. Each department contributes an annual calendar with a 3-month rolling plan which is shared among departments in monthly review for alignment with strategic objectives and goals. Weekly Business Building Meetings with departmental goal (LAG) and weekly commitment (LEAD) items are used as quantitative measurements for sustainable action plan outcomes.

公司背景

AMOREPACIFIC (Hong Kong) Co Ltd (簡稱「APHK」)是AMOREPACIFIC集團的附屬公司，集團創立於1945年，為目前韓國最大型的化妝品公司。APHK於2002年進入香港市場，並於同年引入知名護膚化妝品牌LANEIGE。兩年後，旗艦品牌「雪花秀」(Sulwhasoo)亦進軍香港，並於2008年引進Sulwhasoo SPA服務，於2014年，集團旗下的頂尖品牌AMOREPACIFIC亦進駐香港。

領導才能

為了實踐「送世界多一分美」的使命，APHK高級管理層採取「Power-3可持續經營發展模式」即「原則為基、目的為始、以人為本」的策略，讓公司每位成員包括員工、供應商、合作夥伴和顧客，充分了解「願景使命價值觀」的企業文化。

APHK高級管理層積極與員工溝通，從參與員工在職訓練「非凡體驗之旅」開始，透過規劃社區服務、安排定期業務會議和相關主管訊息，將服務推廣給內部與外部顧客。APHK更推動社群系統，為員工提供家庭支援，促進家庭和諧。

策略性規劃

APHK各管理層均有完善及高透明度的全面性策略規劃，各部門會制定為期3個月的滾進式計劃，確保各部門能夠在策略目的與目標達成一致意見並每月進行檢討及改進。APHK透過每週的「業務會議」、部門目標(LAG)與每周任務(LEAD)作為評估可持續經營發展的成果。



Customer Focus

APHK strongly emphasizes the voice of customers. Multiple means, such as net promoter score, brand awareness, brand tracking, direct-mailer survey and social media, are used to interact with customers. Weekly tracking study and focus groups are effectively used to collect feedback from existing, former, potential and competitors' customers. Detailed measurement information collected is broken down into nine categories to form the basis of actionable information to meet customers' requirements and exceed their expectations.

Measurement, Analysis and Knowledge Management

The company has demonstrated that comparative and customer data are used effectively to support decision making. Daily, weekly, monthly and yearly performances are well measured and analyzed in alignment with its strategic objectives. A red-yellow-green light system is used to track and drive target achievements and performance improvement. Marketing Intelligence Department is established for effective use of customer feedback and market information to support operational and strategic decision making, as well as innovation. IT platforms via Quickview (a tailored business intelligence system), WeAmore (an intranet platform with mobile operations manuals and forms) and Share Drive (an organized database with historical and working documents) are established to collect and share workforce knowledge.

Workforce Focus

APHK's senior leaders are committed in engaging the staff by serving them via its "inverted pyramid" management philosophy. Managing Director takes part in conducting Performance Discussion Briefings for office staff. Open office is implemented for all staff including Managing Director. The company takes good care of the physical, social, mental and spiritual aspects of staff by applying the Whole-person Care Principle. It nurtures staff by identifying individual learning needs with reference to her job nature, tenure and seniority, in return, to support company needs, business needs and personal development.

客戶焦點

APHK 十分重視顧客意見，透過各種方式與顧客進行互動，例如淨推薦值、品牌知名度、品牌追蹤、郵寄式市場調查及社交媒體等，並善用每週追蹤研究和小組座談，蒐集現有顧客、舊客戶、潛在顧客以及競爭品牌的顧客的意見，所蒐集到的詳細資料會分成九大類別，以建立顧客意見基礎，以滿足顧客需求及超越顧客期待。

評估、分析和知識管理

APHK 定期收集銷售數據並依據個別策略目標加以評估和分析，把數據和顧客資料運用在制定銷售策略中，採用紅黃綠燈系統以追和提升業績，又成立市場情報部門以有效利用顧客意見和市場資訊，輔助制定營運與策略上的決策與創新。公司同時建立各類資訊平台如 Quickview (個人化的商用智能系統)、WeAmore (具有移動運作說明的內聯網平台) 以及 Share Drive (包含過往紀錄與文件的資料庫) 以彙整並分享重要資料。

工作團隊焦點

APHK 的高級管理層以「倒金字塔」的理念來管理人才，增加員工投入感。營運總監親自參與業績討論分享。辦公室採用開放式設計，亦秉持全人關懷原則，全方位地照顧員工的生理、社交、心理與精神等各層面的需要，並參考員工的工作性質、職務和年資，針對其學習需求提供培訓，以便符合公司需求、業務需求和個人發展。



Operations Focus

Key work processes are well managed with sound system designs and execution. Cycle time and productivity are systematically supported by Timing Model on products, Ideal Headcount Model and Stock-turn-day. Its innovation is well managed at three levels: nurturing innovation supported by Extraordinary Journey and early responsibility; facilitating innovation supported by Dream Team and business partnership; and recognizing innovation supported by Extraordinary Contribution Awards.

Results

APHK shows excellent business results with impressive growth in recent years, with increasing local customer retention rates, high levels of customer satisfaction, good results in workforce engagement and satisfaction, and a solid market position.

APHK has clearly demonstrated its commitment to quality. Its excellent performance in leadership, strategic planning, customer focus, workforce focus, knowledge management and operations focus contribute to an organization of outstanding total quality management standard.

營運焦點

運作流程在完善的制度設計與執行下，利用時序模型、理想人數模型以及存貨周轉期，能夠有系統地輔助生產週期與生產力。APHK 透過以下三方面達到營運上的創新：透過非凡體驗之旅賦予早期職責以培育人才、夢幻團隊和業務夥伴合作激發創新計劃，以及利用「非凡貢獻獎」認同創新思維。

業績

近年來 APHK 在本土顧客保留率、顧客滿意度、員工聘僱與滿意度，以及穩固的市場定位上，皆有出眾的表現與成長。

APHK 實踐對品質的承諾，在領導才能、策略性規劃、客戶焦點、工作團隊焦點、知識管理和營運焦點等各層面的傑出表現，成就了頂尖的全面品質管理標準。