



AMOREPACIFIC

Provided by AMOREPACIFIC (Hong Kong) Co Ltd
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Company Background

Established in 1945, AMOREPACIFIC Group is Korea's No.1 beauty corporation, dedicated to presenting its unique concept of beauty – namely 'Asian Beauty' – to the world. As the Asian Beauty Creator, AMOREPACIFIC Group is devoted to meeting the various lifestyles and needs of global consumers around the world.

In 2002, AMOREPACIFIC Hong Kong (APHK) introduced the first Korean beauty brand, LANEIGE, in Hong Kong. Its expertise in water hydration science has driven the brand's appeal with the youth market and leading the K-Beauty (Korean Beauty) trend. The sound start of LANEIGE has built a solid foundation for the launch of Sulwhasoo in 2004. Featuring Korean traditional herbal philosophy, Sulwhasoo has gained a solid reputation in the high-end segment. In 2014, the eponymous luxury brand, AMOREPACIFIC, made its market debut and has won tremendous acclaim with its incorporation of precious Asian botanicals and cutting edge technology. Early this year in 2015, ETUDE HOUSE has come under the support of APHK, marking APHK's fourth brand with unique fast cosmetic business model, and playful and engaging customer experience.

APHK currently operates and supports a total of 51 retail and service points, including retail stores, counters, beauty lounges and spas, for the four brands in Hong Kong and Macau. It continues to grow, thanks to the unwavering commitment of APHK employees to the mission of 'Beautify the World'.

Leadership

Every employee plays a vital role in our success. Our 'Inverted Pyramid' service structure positions customers at the top, followed by frontline staff, while senior management at the bottom supports and serves the people they lead.

This structure is underpinned by a business model rooted in sustainability, which fosters consistency and passion across our organization by adhering to a 'Purpose Driven', 'Principle-based' and 'People-oriented' philosophy. Our purpose is to serve our customers, our colleagues and the community; our operations are aligned with timeless principles to ensure long-term effective growth, and; our

公司背景

AMOREPACIFIC 集團於 1945 年創立，是韓國 No.1 護膚化妝品集團，秉持其明確的使命：將獨一無二的「Asian Beauty」與世界分享，作為「Asian Beauty Creator」，AMOREPACIFIC 集團致力滿足全球顧客多元化的生活品味及需求。

AMOREPACIFIC Hong Kong (簡稱「APHK」) 率先於 2002 年引入香港首個韓國護膚化妝品牌 LANEIGE，以超卓的補濕技術及優質產品主打年輕市場，且領導 K-Beauty 韓式美容潮流。LANEIGE 的成功，為 2004 年 Sulwhasoo 雪花秀進軍香港奠定了良好的基礎。透過韓方傳統草藥的哲學，Sulwhasoo 雪花秀成功穩佔高端市場一席位。在 2014 年，與集團同名的頂級品牌 AMOREPACIFIC，以珍貴罕有的亞洲草本融會頂尖科研技術，綻放於香港極緻護膚舞台，短時間已贏得城中讚譽。及後於 2015 年初，APHK 更開始全力支援集團另一品牌 ETUDE HOUSE 在香港的發展，以獨特的高效營銷模式，為顧客帶來青春、活潑玩味的新體驗。

目前，APHK 營運及支援四個品牌於香港及澳門共 51 個零售及服務點，包括專門店、百貨專櫃、韓方美療中心及水療中心。公司得以持續茁壯成長，有賴全體員工多年來堅定不移地同心實踐「送世界多一分美」的使命。

領導才能

APHK 每一位成員都在我們邁向成功路途上扮演著重要的角色，我們實踐的「倒三角」服務架構將顧客置於最頂部，之下是前線員工，最高管理層則處於最下一層，全面支援和服務各部門。

這種管理架構乃是由我們一個可持續發展的營運模式得以鞏固，就是通過「目的為始」、「原則為基」和「以人為本」的理念，貫穿了機構的一體性與熱忱，上下一心完成使命。我們最大「目的」，是服務我們的顧客、同事及社區；我們的營運以定理「原則」為基礎，實現長期高效的增



holistic support to nurture our people for both professional and personal development, which can synergize with our business growth.

Such a unique workforce culture and CSR mindset are cultivated by an equally exceptional approach: our colleagues embark on an orientation program we call Extraordinary Journey for the first two days since commencement, where they learn how beautifying lives is at the heart of all we do.

Strategic Planning

Thorough communication between staff and management is vital and crucial in APHK. Transparency empowers employees to be involved in steering the course and direction of the business.

All organizational goals and strategies are integrated under our Wildly Important Goal (WIG) system, an international master management and monitoring platform which helps employees focus on the overarching vision while striving daily to achieve brand-level objectives. This master system comprises a series of smaller modules that help departments generate action plans on weekly basis to deliver big picture outcomes.

Customer Focus

Our dedicated Marketing and Customer Relationship Management (CRM) teams are charged with formulating focused campaigns to engage and build long-term relationships with customers. Among their resources is a predictive analytic tool developed by APHK in collaboration with the Chinese University of Hong Kong and IBM, which provides visibility across the Customer Management Cycle by understanding customer purchase behavior. In keeping pace with the digital age, we also use social media to study and respond to customers' needs and aspirations.

We apply our '3-R' principles - Responsive, Responsible and Re-engage - to achieve customer satisfaction and service excellence. This framework includes the pledge to address customer queries within the same day, as well as measures to empower frontline staff to resolve complaints on the spot, and to channel feedback to the relevant departments to facilitate product development and ongoing improvement initiatives.

長；同時亦以全面資源配套培育人才，讓他們不論在專業及個人成長上都得到最適切的發展，以致跟業務的長遠增長產生協同作用。

同事能體現此獨特的工作文化及貫徹企業社會責任的精神，均始於一套極不平凡的入職定向體驗：員工加入 APHK 大家庭的首兩天，便會經歷一個「非凡體驗之旅」，啟發大家明白工作的核心是服務他人，送世界多一分美。

策略性規劃

我們相信員工與管理層建立良好無間的溝通至為重要，因此公司著力提高透明度，讓員工積極參與制訂業務方向與策略，集思廣益，群策群力，同時提升他們的投入感。

採用國際性管理及監測平台 Wildly Important Goal (WIG) 系統統籌各項目標及發展策略，令員工日常在追求所屬品牌指標的同時，亦可全面關注企業總體發展目標。系統結合了一系列小單元，各部門可藉此創建不同的每週行動大綱，從而拼合成宏觀的業務發展藍圖。

客戶焦點

我們的市務營銷及顧客關係管理團隊專責制訂和推行重點活動，與顧客建立和維繫長遠關係。早年與香港中文大學及 IBM 攜手研發的分析及預測應用方案，深入了解顧客的消費模式，令顧客管理週期更易於掌握。緊貼數碼化時代步伐，我們同時利用社交媒體了解和回應顧客訴求。

透過貫徹實行我們的 3R 原則 - 積極回應 (Responsive)、承擔責任 (Responsible) 及重新維繫 (Re-engage)，以達至滿足顧客及卓越服務的目標。在此框架下，我們承諾即日回覆顧客查詢、授權前線員工即場處理投訴及有效通報至相關部門，作出適當跟進，提供不斷精益求精的產品及服務。



Measurement, Analysis and Knowledge Management

Frequent monitoring of our performance keeps us on track to achieving our goals. Each department shares their annual calendar with rolling three-month updates to ensure harmonious alignment of organizational strategies. They are also provided with a weekly picture of progress so they can stay on top of things at a glance. Long-term organizational goals and brand business objectives for the year are translated into executable action plans for all departments.

Besides tracking financial elements such as sales growth and marketing campaign performance, we assess our performance in other areas through a comprehensive set of departmental indicators to ensure healthy and balanced development of the business and the organization.

Workforce Focus

To put the right people in the right jobs, our Performance Management System utilizes the ‘TOP’ model to place each employee at the intersection of ‘Talent’, ‘Organizational need’ and ‘Passion’. This is where our people are at their best. As they evolve, we keep them in that sweet spot through a biannual performance evaluation that ensures existing staff competencies meet current needs.

A people-oriented company grows when its people thrive. Our employee development KPI measure both quantitative and qualitative aspects of employee performance, and are designed to help all staff work in ways that put our corporate values and guiding principles from The 7 Habits of Highly Effective People into action every day. For reward and promotion, the solid delivery of “People”, “Result” and “Service” is assessed to ensure a balanced development amongst our staff, and to uphold and sustain vision, mission and value along the growth of organization. We also offer broad and diversified career prospects via action learning, job enrichment and job rotations across stores and departments to broaden employees’ exposure, enhance their capabilities, and help them realize their career aspirations.

Operations Focus

The Company is supported by WeAmore, a robust, user-friendly intranet which consolidates a host of functions in one spot, including

評估、分析和知識管理

我們適時監察業務表現，確保目標得以實踐。公司各部門定期檢討和更新其年度及未來三個月之計劃，以確保企業內部策略和行動的協調。並每週展示進度，方便掌握，一目了然。故此，公司的長期業務方針及品牌營運目標得以落實為各部門的執行方案。

除追蹤銷售增長、推廣活動成效等財務指標，各部門亦有一套全面的測量指標，評估不同範疇的表現，以確保業務及組織有健康、平衡的發展。

工作團隊焦點

我們的績效管理系統將 TOP (Talent, Organizational need and Passion) 的人才發展概念全面發揮，旨在知人善任，為每位員工在「長處特質」、「企業需要」及「興趣熱冗」三方面中找出交匯點，讓他們可在工作崗位上盡展所長。而每年兩次的工作表現評估，可常保員工能力素質適切公司需要。

一家以人為本的公司與員工一起茁壯成長。我們的員工發展評估，將工作表現按指標達成、能力素質兩方面進行評估，其設計有助員工活出企業精神和價值觀，並實踐「高效人士的七個習慣」的原則。獎勵與晉升方面，則循「樹人、業績、服務」作評估，以確保人事得到均衡的發展，願景、使命和價值觀在企業的發展中得以傳承。公司亦為員工鋪設廣泛多元的事業前途，通過行動學習、經驗增潤、店舖及部門間的互換體驗等，以拓闊員工視野，提升工作能力，協助他們實踐抱負。

營運焦點

APHK 以 WeAmore，一個穩健、簡便易用的內部網絡系統支援日常營運，為員工提供一站式平台，集多功能於一身，包括自學視頻、假期申請、課程報讀及員工購物申請等。員工能隨時隨地瀏覽各方面資訊，如標準營運手冊，詳盡列明公司



self-learning videos, leave applications, course enrollment, staff purchases etc., at any time. Detailed standard operations manual is also available to facilitate standardized workflows and processes, as well as to ensure compliance with corporate guidelines.

Web based solutions are utilized to support a paperless work approach to raise operational efficiency and protect the environment. Electronic materials and platforms are broadly used for meetings, surveys to collect feedback, various assessments and communications between frontline and back office. We serve the planet at the same time as we serve others.

Results

“As we cultivate the roots, we will begin to see the fruits,” said Stephen Covey. As we strive for excellence in serving customers, supporting our staffs, collaborating with business partners and contributing to the community, we have seen tremendous progress in delivering strong business performance, customer retention and satisfaction in Hong Kong. Internally, we are also delighted to see continuous development of our staff’s capability and high level of job fulfillment.

The success of APHK for the past decade contributed to the uprise of Korean cosmetics and skincare as one of the top players in the Hong Kong community, introducing product and management innovations to the industry. We will continue to commit our best effort in striving for quality management.

既定營運準則及工作流程，以確保日常運作符合企業守則。

電子化方案有助公司建立無紙工作間，提升營運效率之餘，更可保護環境。我們現已廣泛應用不同的電子設備及平台，進行日常的會議、意見收集、各類評核，以及前線與辦公室之間的通訊等。我們認為，服務他人的同時，也要守護地球。

業績

已故管理學大師史蒂芬·柯維 (Stephen Covey) 曾說：「當我們栽培好根基，便會漸漸看見成果。」當我們致力全心全意服務顧客、善待員工，與伙伴通力合作，貢獻社區；漸漸我們看見業績壯健增長、忠誠顧客的數量及顧客滿意度不斷提升等卓越成果，同時亦喜見員工能力素質及工作滿足感亦持續提升。

作為引進韓國護膚品牌的先驅，APHK 過去十年在香港市場的成功，推動了韓國美妝潮流，並在產品及管理創新上對業界作出貢獻。我們承諾會繼續向前，致力追求優質管理。