



Sam's Tailor

Company Background

Family Owned is Long-Term

Business nature and main products/services

Sam's is a tradition of fine bespoke tailoring, passed through the generations in a small store in Hong Kong. Right now, Sam is not Sam, but rather Manu Melwani. Before him his father, Narindas, established the business and the brand, with a westernisation of his son Sham's name. This small family enterprise in Hong Kong has grown into a global presence, but amongst a very select clientele. When it comes to the who's who of globe trotters, one has to ask not "Who has been to Sam's?" but rather "Who has not?"

Governance of business and strategic model

Sam's, as a small family-owned business, has no debt, no debtors and no external shareholders or investors that it is beholden to. We believe this allows us to think in the long-term, and so build the business on quality relationships, and on the proposition of offering the best value ratio, so that people keep coming back.

Ethical code

- a) No customer shall go unsatisfied
- b) No supplier shall go unpaid
- c) Our footprint shall be light

These are all by products of thinking about the value of long-term relationships.

Provided by Sam's Tailor
本報告摘要由 Sam's Tailor 提供

公司背景

家族企業是長期承諾

業務性質與主要產品／服務

Sam's Tailor 是一間在香港已經傳承數代的傳統小型訂製服飾公司。現在的 Sam's Tailor 由 Manu Melwani 主理，之前則是由其父 Narindas 創立並以其子 Sham 的西式名字來命名。此香港小型家族企業已頗具全球知名度，但僅限服務少數精英客戶。但若想知道有哪些世界各地的顧客時，恐怕不是問「誰來過 Sam's？」而應是「誰還沒來過 Sam's？」

企業經營與策略模式

由於 Sam's 是一間小型家族企業，因此無需要向任何債權人、外部股東或投資人負責。我們認為此模式有利長期經營，能將事業基建於優質關係以及提供最具價值的服務上，因而讓顧客願意一再光顧。

道德準則

- a) 保證顧客滿意
- b) 保證廠商收到付款
- c) 盡量不對環境造成影響

以上準則皆因考慮長遠關係的價值而衍生。

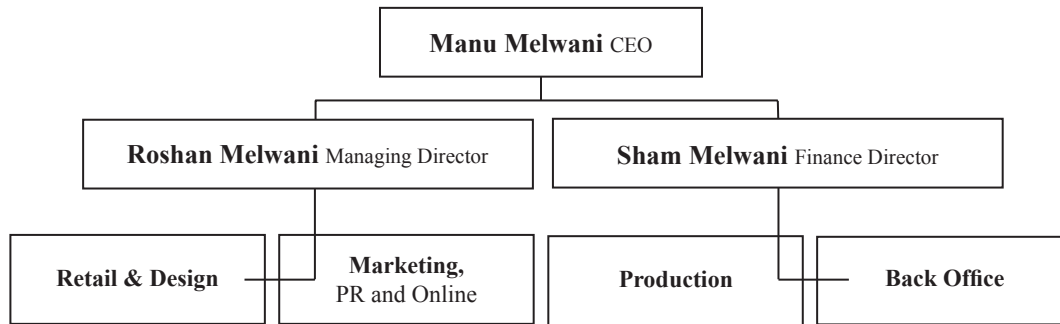


Management Structure & Stakeholders

As a small family business we have a compact management structure consisting of the three directors, which allows us to maintain close personal oversight of the business as well as strong relationships with all stakeholders.

管理架構與持份者

由於我們是一間小型家族企業，因此沒有大型的管理架構，由三位經理組成，能親自管理業務並與所有持份者維持密切關係。

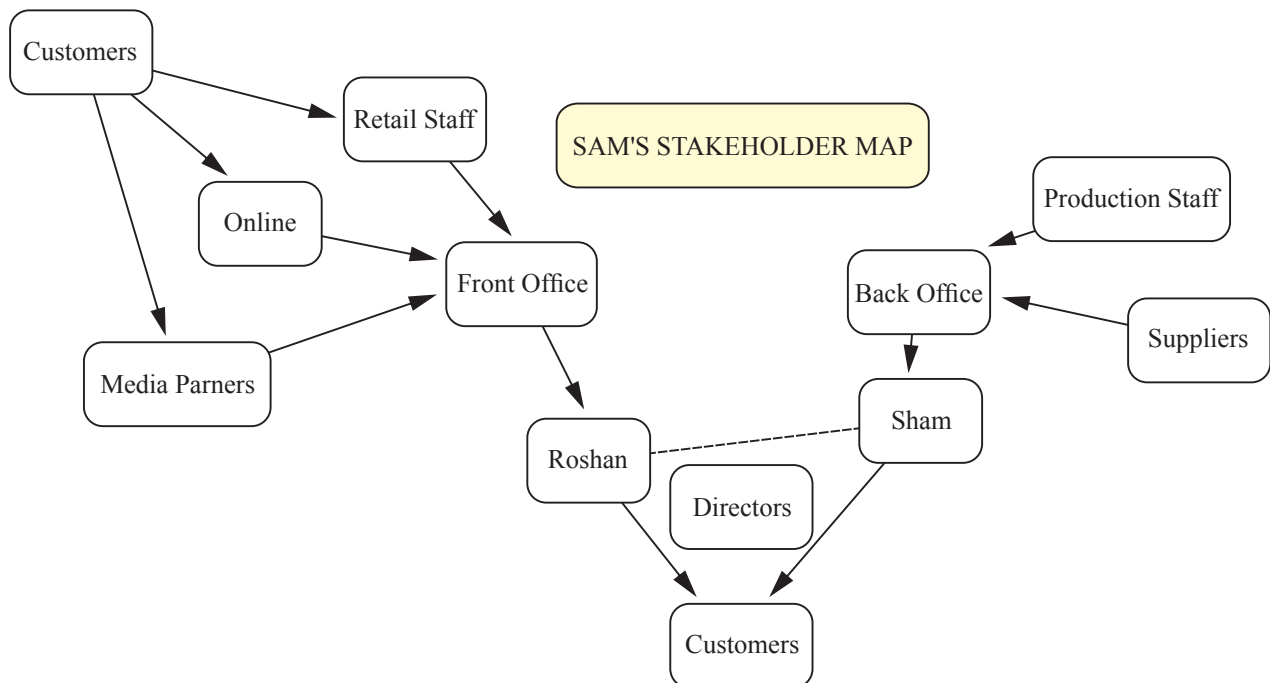


Mission, vision and values

“We aim bring the finest personal tailoring experience to the whole world.”

遠景、使命和價值

「我們為全世界帶來最精緻的量身訂製體驗。」





Our family business operates in a close-knit fashion, one that guarantees quality, but at a price point accessible to most. The stitching itself takes place in a workshop attached to the shop, at all times overseen by one of the directors. Another of the directors is present at all times in the store. This means a signature of quality carried forward by the family, and a level of customer-care that can only be achieved when it is built up out of ongoing personal relationships.

Communication of Vision

Doing so involves communicating this vision to all our staff, in a way that underlines their personal stake in this process: We maintain personal relationships with all our staff, suppliers, customers and media / promotion partners.

Value through Agility

Analysis of Markets & Competition

The big scramble in terms of Hong Kong Tailors is to get online into the marketplace for bespoke clothing amongst the globetrotting jet-set. As such Sam's is caught between a plethora of smaller and lower-priced operations, who may now be entering the online world, and the larger established competitors such as Saville Row, whom Sam's must compete with on price, rather than on reputation and visibility.

Key Competitive Advantages

Online Presence

The first major challenge has been to get Sam's online and build it as a global brand. We have so far succeeded in setting up a content managed website (with nearly a decade of operation coming up as a milestone), as well as maintaining a monthly newsletter, a social media presence as well as a strong presence in TripAdvisor, where we are consistently ranked as one of Hong Kong's top attractions!

Good Reputation to Price Ratio

Our long reputation as an affordable bespoke tailor to the Jet-set, alongside our online presence, allows us to build a stronger reputation than most of our competitors, doing so affordably in a way that let's offer more value than the remainder of our competition.

我們的家族企業以緊密互動的方式營運，不但保障品質，亦令多數人都能夠負擔。工作室附設在店中，由其中一位經理全天候打理，另一位經理則鎮守店面，以確保家族品牌的一貫品質以及建立在長久良好關係上的顧客關懷。

溝通願景

藉由強調員工個人利益的方式，讓所有員工了解我們的願景：我們與所有的員工、廠商、顧客和媒體宣傳夥伴，都能維繫良好關係。

靈活敏捷創造價值

市場與競爭分析

香港裁縫業的激烈競爭，為了滿足遊走世界各地的顧客訂製服裝的需求，必須投入網路經營。因此，Sam's 陷入一群低價並採用網路經營的小型業界、與大型知名業界如 Saville Row 的夾縫中，使得 Sam's 必須在價格而非口碑與知名度上與之競爭。

主要競爭優勢

網路能見度

首要的挑戰便是將 Sam's 網路化，並打造為國際品牌。目前我們已成功建立不斷更新的官網（公司即將迎成立十年的里程碑），每月寄出電子報、持續保持在社交網站以及 TripAdvisor 上曝光，甚至後者更一直將我們列為香港的最佳景點之一！

價格公道有口皆碑

我們長久以來一直以價格合理的訂製服裝聞名，再加上網路銷售，使我們的口碑比多數競爭對手更好，如此一來便讓我們能較其他競爭者提供更多價值。



Strategic Monitoring Process

The market we operate in is extremely volatile, based on shift in global economic activity, fashion and also travel and tourism trends. As such we have to maintain a very short and responsive planning cycle. The directors use records of orders, our record of produced garments on social media, and internal conversations to track shifts in the market, and along with inventory control systems, particular of fabrics, ensure that we are stocked correctly in relation to seasonal and upcoming trends.

Implementing customer & market insights in practice

The information we gather on developments in the market and on client's preferences are continuously fed back into the expertise and support we offer in the fitting process.

We have endeavoured to make the store a more entertaining experience for those waiting for service. We do this both by offering refreshments and also by decorating our store with images of famous clients, which waiting customers find entertaining to browse.

Consistent Results

This combination of strong long-term relationships, and market agility, has allowed us to maintain consistently good results, both in terms of the quality of our suits, the quality of our stakeholder relations, our repeat customers, and also our financial results.

Management information frameworks for tracking performance

The core of our strategy is to track customer requirements closely, which we do through a combination of:

- a) In store feedback and our logbook / orderbook system
- b) Feedback on social media and review sites, which we track and organise as a CRM.
- c) Through personal contacts in both the business and fashion fraternity
- d) Through tracking changes in our inventory.

We aim to extend our CRM capacity.

策略性監督程序

我們是處於一個充滿變化的市場，隨著全球經濟活動、流行時尚與觀光旅遊趨勢而不斷變化。因此，我們必須保有短期靈活的計劃週期。Sam's 的經理利用訂單記錄、社交網站上製作成品的紀錄，以及內部溝通以追蹤市場動態，同時輔以存貨監控系統，尤其是布料的存貨，以確保我們的存貨都能符合季節性與流行趨勢的需要。

從實際操作上執行顧客與市場洞察

我們將蒐集到的市場趨勢及顧客偏好等資料，運用在試穿過程中所提供的專業協助上。

我們竭誠希望讓顧客在店內等候服務時，也能有愉快的體驗。因此，在提供茶點之外，我們還以名人客戶的留念照片以裝飾店面，以便顧客能一邊等候一邊瀏覽欣賞。

穩定的業績

穩固的長期關係加上敏銳的市場反應，使我們能持續在西裝品質、良好的利益關係、熟客和業績上表現出色。

追蹤業績的管理資訊架構

我們的核心策略是透過下列方式，密切地追蹤顧客需求：

- a) 店內意見反映以及日誌／訂單系統
- b) 社交及評論網站意見反映的追蹤，並以 CRM 方式彙整。
- c) 與同業和時尚業界的接觸
- d) 追蹤存貨的變化

我們以增加 CRM 的效能為目標。



Internal transparency

As a one-site operation we can track performance through personal oversight from the directors.

Employee Relationships

We track performance and wellbeing in the workplace both through personal oversight, as well as due to the fact that we have very long-term relationships with all nearly our employees. We have dispute resolution, continuous improvement, feedback, appraisal and phased implementation systems built in to these relationships.

Quality Management

Our quality bar is in terms of the quality of the suits we achieve. We have internal checking criteria on suits worked out, and we also track customer feedback on suits, being able to link the whole feedback process up via the unique order number sewn into each suit. Over 300 out of 341 ratings (and counting) on TripAdvisor are either very good or excellent.

Some Financial Results

- Assets: c. 120M HKD
- Inventory & Fixed Assets: c. 70M HKD
- Liabilities: Near Zero
- Quick Liquidity Ratio: Vanishingly high.

內部透明化

由於我們是單一店面營運，因此我們得以透過經理的個別監督以追表現。

員工關係

透過個別監督方式以及與多數員工的長期關係，我們能夠跟進店內員工表現與身心健康，並從中建立解決問題、持續改進、意見回饋、評估和階段性實施系統。

品質管理

在西裝品質標準上，我們有內部檢核西裝成品的標準，同時透過個別縫製在西裝上的訂單號碼，追蹤顧客對西裝的意見，並彙整到整體意見反映過程中。在 TripAdvisor 上的 341 個評價中，有超過 300 個評價為非常好及極佳（並持續增加中）。

財務表現

- 資產：c. 120M 港幣
- 存貨與固定資產：c. 70M 港幣
- 負債：幾乎為零
- 快速流動資產比率：極高