



Report Summary – Certificate of Excellence

報告摘要 — 卓越獎



Company Background

Watsons is Asia's leading health and beauty retailer, operating over 5,200 stores and more than 1,300 pharmacies in 12 markets. It is the flagship health and beauty brand of A.S. Watson Group.

Watsons Hong Kong (Watsons) operates over 220 stores in Hong Kong and Macau, of which 50 have in-store pharmacies, making Watsons Hong Kong's biggest pharmacy network. Watsons also operates a portfolio of specialist store formats, including Watsons Health, Watsons Baby and BEAUTIQ by Watsons.

Leadership

Watsons is committed to helping customers LOOK GOOD, FEEL GREAT. It continually sets the highest standards in the health, wellness and beauty sector, providing personalized service and advice, in addition to its market-leading product range.

On 11 August, 2015, Watsons reached a new milestone with the opening of its flagship store in Causeway Bay, the Group's 12,000th retail store in the world. It also operates an eCommerce business in Hong Kong and Mainland China.

Watsons has a strong professional team of pharmacists, dietitians, Chinese medicine practitioners, mother and baby advisors, health and fitness advisors, beauty consultants and own-brand ambassadors.

Strategy

Watsons' leadership team is responsible for building an agile business that is on track for sustainable growth. The five-year business plan is supported by key growth drivers that are linked to Category,

公司背景

屈臣氏是亞洲最大的保健及美容產品零售商，業務遍布12個市場，經營超過5,200家店舖，當中超過1,300家提供專業藥房服務。屈臣氏是屈臣氏集團（「集團」）健與美的旗艦品牌。

我們在港澳擁有超過220家分店，其中逾50家設有駐店藥房，是全港「最大藥房連鎖店」。我們更發展不同模式的專門店，包括Watsons Health、Watsons Baby和BEAUTIQ by Watsons。

領導才能

我們一直領導著保健及美容產品零售業，致力令顧客LOOK GOOD, FEEL GREAT，亦為顧客提供個人化的諮詢及建議，配以傲視同儕的多元化產品種類。

位於銅鑼灣的屈臣氏旗艦店於2015年8月11日正式開幕，標誌著集團全球零售店總數突破12,000家，並邁向業務新里程。我們亦在香港及內地開拓電子商務。

我們擁有強大的專業團隊，包括藥劑師、營養師、中醫師、陪月顧問、健康活力大使、美容顧問及自家品牌大使。

策略

公司領導層致力建立靈活的營運模式，





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eCommerce, Customer Loyalty, Market Excellence and Retail Operating Standards. The leadership team helps shape strategy development and determine key business priorities, then formulates action plans, communicates these throughout the organization, and drives results.

Leaders focus on both strategy and execution. Every action the company takes has at its center the five elements of our Watsons DNA: Passion, Commitment, Teamwork, Science and Innovation.

Customers

Customers are at the heart of the Watsons business, and for years, our ‘Customer 360’ strategy has helped us enrich consumers’ lives. From selecting store locations and designing the store environment to developing product assortment and services, we work to anticipate the changing needs of our diverse customers and exceed their expectations. Monthly mystery-shopper visits track satisfaction at key touch points, and annual focus groups provide qualitative feedback. Our CRM programs help us develop offers tailored to individual customers, and through investment in new media technology we can do this with greater efficiency and effectiveness than ever before.

Many of our Own Brand products have become consumers’ preferred choice; people know they can count on Watsons quality, as our products are developed based on intensive research, customer feedback and independent testing to the highest standards.

Measurement, Analysis and Knowledge Management

The geographical spread, number of stores and the rapid expansion of the Watsons network means a scientific management approach is essential. Decisions are frequently planned, executed and evaluated following reviews of financial analysis reports. Every leadership team holds a matrix of Key Performance Indicators, including sales growth, category performance, mystery shopper visit scores and CRM participation rates. This links to our performance measures, tracks progress against budgets and against market and group standards.

令業務得以持續增長。公司五年業務計劃，以貨種管理、電子商務、增強顧客忠實度、適時市場策劃和訂立零售營運標準為主要增長動力。領導層訂立發展策略並鎖定業務重點，並制定執行細節，上傳下達以取得成果。

領導層着重發展策略及貫徹執行，公司以集團的DNA為依歸，包括：熱誠、承諾、團隊合作、科學及創新。

客戶

我們一向以客為先，近年公司以「顧客360」營銷策略不斷提升顧客體驗。從店舖選址、改善店內購物環境，並提供更多貨品選擇和優質服務，我們力求創新以滿足不同顧客的需求和超越顧客的期望。公司亦透過每月「神秘顧客調查」以評核服務及設立年度研討會以收集顧客意見。我們透過顧客關係管理(CRM)系統，為顧客提供個人化的優惠。隨著新媒體和技術發展，我們利用社交網絡更有效地建立與客戶的關係。

我們致力發展優質自家品牌產品，通過嚴謹的產品開發及研究，收集客戶意見及進行產品測試，成功建立一個有質量保證及消費者首選的品牌。

評估、分析和知識管理

鑑於地域分佈，店舖數量和網絡規模迅速擴展，我們必需採用科學化管理。我們參考財務分析報告以作出決策，執行後再評估策略方向。而每一個團隊都有各自的關鍵績效指標，以追測預算，更與市場和集團標準比較。





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A.S. Watson Group has established over 60 Group Policies which ensure strong governance and consistency worldwide. Knowledge sharing is fostered within the Group through global conferences, project task forces, annual leadership meetings and our e-learning system.

Workforce

We are committed to providing a safe, healthy, supportive and discrimination-free environment for all employees. Our “A.S. Watson Lifestyle Club” organizes recreational, sports and charity activities for employees and their families, and we engage an NGO to provide free counseling. As a Distinguished Family Friendly Employer, we also grant emergency leave when needed.

As one of Hong Kong’s largest retailers, we attach great importance to nurturing talent and take a pioneering role in staff development. In January 2013, Watsons began offering employees professional courses recognized by the Hong Kong Qualifications Framework (QF), from Level 2 to Level 4. These provide staff with skills and valuable qualifications that help them progress. This year, in cooperation with Hong Kong Polytechnic University, Watsons became the first corporate in Hong Kong to offer the “Professional Diploma in Retail Management”, a QF Level 5 program which is equivalent to a bachelor degree. Watsons won the Learning Enterprise Award from the Professional Validation Council of Hong Kong Industries in December 2015.

Operations

Watsons operates five store formats, each with a store design and category segmentation that meets target consumers’ needs. We have efficient space management, and our Standard Operations Manual is regularly refreshed to ensure optimum workflow and compliance with our corporate standard.

為了確保集團於全球不同市場的業務均能有效管理並貫徹營運標準，集團設立超過六十項集團政策。透過舉行全球會議、專項工作小組、全球管理層年度會議及設立電子學習平台，集團更有效傳遞及共享訊息。

工作團隊

我們承諾為員工提供一個安全、健康及不受歧視的工作環境。我們透過「拉闊生活新一族」康樂會定期舉辦康樂活動，並與非牟利機構合作，為員工及其家屬提供免費輔導服務。作為傑出友善家庭顧主，我們會因應員工需要批准緊急事假。

我們非常重視培育人材，更開創零售業界的先河，早於2013年1月推行資歷架構認可課程，為員工提供全面專業的培訓。

今年，我們與香港理工大學共同設計課程，為員工開辦「零售管理專業文憑（資歷架構第五級）」，與大學學位同等級別，成為首間開辦屬資歷架構第五級別課程的企業。

為表揚我們不斷努力推動學習文化及鼓勵員工持續進修學習，屈臣氏於2015年獲香港工業專業評審局頒發「學習型企業獎」。

營運

我們以五種店舖模式營運，採用不同的店舖設計和貨品類別，以滿足不同顧客的需求。我們着重空間管理及定期更新營運手冊，以優化工作流程及確保符合集團標準。





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Our product-management process has been strengthened using a four-matrix “Plan, Buy, Move, Sell” approach to optimizing product innovation opportunities based on market and customer needs. .

Results

Through a clearly articulated mission, strong leadership and the commitment of the Watsons team, we have made Watsons a regional success. Since 2009, Watsons has been the No. 1 pharmacy/drugstore brand in Asia, according to Campaign Asia-Pacific’s “Asia’s Top 1,000 Brands” survey of more than 6,000 consumers. In 2014, we also won the Hong Kong Award for Industries (HKAI) Customer Service Award.

In March 2014, we launched iWatsons, the first health and beauty chain mobile shopping app in Hong Kong, enabling our customers to shop any time and anywhere. Watsons is highly regarded for product innovations; these include Collagen by Watsons and Skin Advanced and Pure beauty, which have made Watsons the market leader in private-label skincare.

We have a strong CSR program, and in 2015, we won the Green Office Awards Labelling Scheme in recognition of our energy and water savings, waste reduction, and new practices regarding the use and disposal of information technology.

我們透過「計劃、採購、部門合作及銷售」不同層面的策略來研發新產品，以迎合市場及顧客的需要。

業績

透過明確的使命及強大領導團隊，屈臣氏不斷致力發展業務。《Campaign Asia-Pacific》「亞洲一千最佳品牌」逾六千名亞洲受訪者市場調查結果顯示，自2009年起，屈臣氏為亞洲第一個人護理店/藥房品牌。於2014年，我們更獲香港工商業獎的顧客服務獎。

在2014年3月，我們推出香港首個健與美連鎖品牌手機購物應用程式iWatsons，讓顧客能隨時隨地購物。

我們一直著重產品創新，創立自家品牌Collagen by Watsons、Skin Advanced和Pure beauty等，領導着自家護膚品牌市場。

企業社會責任方面，於2015年，我們榮獲由世界綠色組織頒授的「綠色辦公室」標誌，以表彰我們在推行綠色辦公室所作出的努力。

