

Breaking New Ground & Steering Innovation

Chow Tai Fook Charts New Territory with Smart+ Strategy

繼往開來驅動創新 周大福以 Smart+ 拓展市場版圖

周大福

CHOW TAI FOOK

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This year marks the 90th anniversary of Chow Tai Fook Jewellery Group. Sustaining its reputation of craftsmanship and heritage for almost a century, the Group has been aspired for innovation and transformation for just as long. Widely recognised for its trustworthiness and authenticity in Hong Kong and worldwide, how does Chow Tai Fook manage to be a game changer and preside its leadership in the rapidly changing market?

Change to Last - Marching into New Age with “Smart+” Strategy

Kent Wong, Managing Director of Chow Tai Fook Jewellery Group, is one of the drivers who lead the Group’s transformation. Having been in the Group for more than 40 years, Kent witnessed the Group’s various milestones like enterprise management, digitalisation, expansion into Mainland China market. He highlighted that innovation maintains at the Group’s core belief, latest being its “Smart+” strategy, focusing on innovation, technology and sustainability with a goal of delivering exceptional customer experience.

Chow Tai Fook’s “Smart+ 2020” strategic framework is a three-year work plan supported by dedicated Smart working teams, which are tasked with the delivery of each strategy from conception through to execution.

Multi-brand Strategy for Diverse Consumers

To meet the diversified needs of customers, Chow Tai Fook launched multiple brands like HEARTS ON FIRE and T MARK several years ago. The retail sales of T MARK in the fiscal year of 2019 had recorded an impressive RSV growth of nearly 76% in Mainland China and close to 73% in Hong Kong and Macau, showing remarkable progress.

今年是周大福成立90周年，集團既維持了近一個世紀的傳承與工藝，同時亦追求創新和變革，已成為香港人甚至國際間的信譽及正貨象徵，集團如何一直在千變萬化的市場中演變、保持增長勢頭？

變革是永恆 推行「Smart+」與時並進

周大福珠寶集團董事總經理黃紹基是帶領周大福蛻變的領導層之一，他加入集團至今40多年，見證其企業化、數碼化、開拓中國內地市場等多個重要里程碑。黃紹基稱集團多年至今仍奉行創新文化，現正推行「Smart+」策略，專注創新、科技和可持續發展，創造無縫顧客體驗。

「Smart+ 2020」是一個為期三年的策略性工作計劃，由專責Smart工作團隊推動，負責各項策略的構思以至執行。

百貨應百客 多品牌策略 迎合不同消費者

為滿足不同的顧客需求，周大福數年前已開始推出不同品牌如HEARTS ON FIRE及T MARK。其中T MARK產品在2019財政年度全年在中國內地以及香港

“Each T MARK diamond is inscribed with a mark that carries a set of unique serial numbers, which enable customers to trace the life journey of a diamond from sourcing to production, making it one-of-a-kind in the world.” Kent pointed out the superiority of the brand’s products. “We further collaborate with GIA (Gemological Institute of America) earlier and use blockchain technology to deliver secure, digital diamond grading reports to consumers for the first time. It certainly adds weights to the confidence of our consumers.”

T MARK also adopts the REAL barcode solution powered by GS1 HK, which uses patented cryptographic technology for anti-forgery on its jewellery card. It not only offers real-time authentication, but also effectively prevent the barcode from being replicated, ensuring the jewellery information that customers obtain are genuine.

Noting jewellery industry needs to bring in innovative technologies to keep pace with the times, Kent believes that these anti-counterfeit measures will enhance consumers assurance in purchases.

Social + Experience Shops - Innovating Customers' Experience with Omni-Channel

Chow Tai Fook currently runs more than 100 e-commerce platforms, including its self-operated eShop as well as other marketplaces like Tmall, JD.com, HKTVMall and HKairport Shop. To foster an omni-channel retailing journey, the Group pursues social commerce that turns smartphone into a sales channel. For example, the Group engaged a famous actress as Brand Ambassador to promote its online exclusive jewellery pendant for Valentine’s Day on social media platforms such as WeChat. Followers could act on their desires immediately to buy the pendants directly through the mini program under Chow Tai Fook’s official WeChat account in their smartphones.

Chow Tai Fook also launches a self-service experience corner for jewellery retail in Mainland China, extending the idea of “grab-and-go” to offer customers a faster check-out process and a more convenient shopping experience.



和澳門取得強勁的零售值增長，分別達約76%及約73%，發展一日千里。

黃紹基指出該品牌產品的優勢：「每顆T MARK鑽石都是獨一無二，均刻有一組獨特編號的印記作為保證，讓顧客可追溯鑽石從採購至生產的生命旅程。我們早前更與美國寶石研究院（「GIA」）合作，首次應用區塊鏈技術向顧客提供安全的數碼鑽石鑒定證書，令消費者更有信心。」

T MARK同時採用GS1 HK的「真的碼」技術，在其珠寶鑒證卡上以專利加密科技增強鑒證卡的防偽功能，既能即時驗證真偽，亦難以被仿冒或複製，確保顧客所獲取的鑽石資訊均是完全真實無誤。

現時珠寶零售業需要與時並進引入創新科技，黃紹基相信這些防偽措施能有助加強消費者購物時信心。

網絡+體驗店 全渠道創新顧客體驗

周大福現有超過100個電子商務平台據點，包括自營的網絡旗艦店，以及與其他平台合作如天貓、京東、HKTVMall、HKairport Shop等。為營造更全面的購物旅程，集團開拓了智能手機作為銷售渠道，實現社交商貿。譬如早前曾邀請紅星擔任品牌代言人，在社交媒體平台推廣情人節網上獨家珠寶吊飾，讓消費者可隨時隨地通過手機內周大福官方微信官方帳號的小程序購買吊飾。

集團亦在中國內地推出自助珠寶販賣體驗區，發揮「grab-and-go」的概念，讓顧客付款更快捷、購物更便利。



Tailor-Made Jewellery Trending - C2M Production Follows a Customer-driven Approach

Research information by Hong Kong Trade Development Council showed that close to 75% of the post-80s and -90s in the 1st and 2nd tier Mainland cities preferred customised jewellery. Chow Tai Fook introduces “D-ONE” jewellery customisation online platform to engage customers in creating their own jewellery by choosing the diamonds and settings according to their own preferences. Customers can go further to experience first-hand the craftsmanship of their customised jewellery pieces, making the purchase more unique and personalised.

Chow Tai Fook runs three major production centres in Mainland China with a clear distribution of responsibility for each: Shunde Ingenuity Centre focuses on high-end precious jewellery for worldwide customers, and equipped with a Logistics and Distribution Centre using automation technology for national inventory replenishment; Wuhan Production Centre takes care of standardised jewellery production in large scale; Shenzhen Research and Development Centre is the test bed for various sorts of automation devices and machinery.



配貨中心負責全國零售點的配貨；武漢智造生產中心專注標準化、大批量珠寶生產；深圳智造研發中心則是研發中心，是各類自動化設備研發的試點。

珠寶個人化 C2M生產讓客戶主導

根據香港貿發局的經貿研究資料，內地一二線城市的80、90後，有近75%的人選擇個性化訂製鑽戒。周大福推出「D-ONE」珠寶定制線上平台，讓顧客按自己喜好挑選鑽石和款式，參與設計自己的珠寶首飾，更讓顧客親身參與部份珠寶首飾的定制工序，令整個購物歷程更個人化。

周大福在中國內地有三大生產基地，分工清楚明確：順德匠心智造中心以高端名貴、全球化供應作定位，以自動物流及

“We orchestrate our production and supply chain around four key principles – standardisation, automation, digitalisation and intelligence to realise our Customer-to-Manufactory (C2M) objective, which allows us to engage our customers from design to manufacturing.” said Kent.

黃紹基稱：「我們致力實現生產與供應鏈標準化、自動化、數據化及智能化，以支持顧客對工廠(C2M)為目標，設計至生產由顧客主導。」

Mining Big Data to Gain Customer Insights

Chow Tai Fook has successfully integrated RFID and IoT technologies with the “Inventory Control System” (ICS) that the Group developed for comprehensive application to the jewellery logistic and retail chains, through the use of smart devices, including RFID tag, Logistic Tray, mHand and Smart Tray. The Group, for example, is using Smart Tray to collect data from customer sales process and apply them in predictive analytics, inventory assortment and distribution and performance management.



開發數據金礦 透視顧客喜好

周大福早於多年前已成功把無線射頻和物聯網技術與集團研發的存貨控制系統結合，配合使用智能儀器，包括無線射頻標籤、物流盤、手提電子盤點器及智能奉客盤，廣泛地應用於珠寶物流交收及零售的工作流程。譬如集團便利用智能奉客盤去收集銷售過程的數據，作出預測分析、存貨組合及配貨的管理、以至銷售團隊的效率管理。

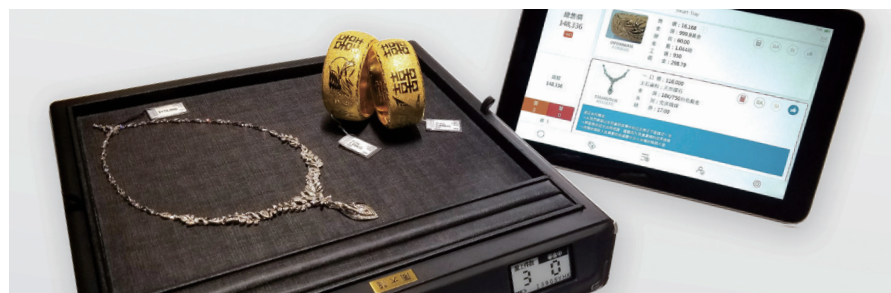
集團正透過統計模型和分析程式執行零售點商品組合和配貨工序，銷售和顧客行為數據經過程式處理後再轉化為自動配貨解決方案。

Chow Tai Fook is also applying statistical modelling and analytical programme in merchandise assortment and distribution in its points-of-sale(POS). Sales and customer behavioural data is processed and transformed into automated distribution solutions.

“The RFID-based ICS can strengthen our logistic management, stock taking and control, and sales operations – and provides one-stop solution to enhancing operational efficiency and work accuracy on one hand while collecting big data for business analysis and decision making on the other, boosting our Group’s efficiency in a significant way.” explained Patrick Tsang, General Manager of Information and Communication Centre, Chow Tai Fook Jewellery Group.

Jewellery Market Development

Addressing the volatile market environment, Kent advises the industry to embrace innovation and technology to diversify its product and service offerings, and to take advantage of the opportunities in Greater Bay Area by enhancing Hong Kong’s role as the creative and connection hub. By connecting the Greater Bay Area and the international markets, Hong Kong will further solidify its global leadership in jewellery industry.



周大福珠寶集團資訊及通訊應用中心總經理曾紹光表示，存貨控制系統無線射頻技術應用項目能加強物流管理、店舖盤點及零售運作，既能提升營運效率與工作準確性，亦有助收集大數據作業務分析及業務決策，助集團運籌帷幄。

珠寶市場發展

面對現時多變的市場環境，黃紹基建議珠寶業要借助創新科技拓展多元化的產品和服務以作應對，同時應捉緊大灣區發展的機遇，發揮香港作為創意及聯繫人的角色，對接大灣區與國際市場，鞏固香港珠寶業在全球的領導地位。



Industry Level Up with IoT 物聯網能將各行業升級

Chow Tai Fook has long been in the forefront of developing and applying innovative technologies. It not only ushers in innovative ideas and raises the bar for the industry, but also helps foster Hong Kong retail industry development. Patrick Tsang now represents Chow Tai Fook to sit in GS1 HK’s IoT Industry Advisory Board, a group that is committed to promoting IoT adoption and fostering an IoT ecosystem. He believes IoT technologies are the foundation of the smart city design, for example the use of RFID to capture and transmit data and monitor status in retail industry can greatly facilitate its work flow such as production, logistics, warehouse and resources management, among others. He encourages GS1 HK to continue advocate the benefits and applications of IoT to its 8,000 corporate members and the industries involved.



周大福在研發創新科技和應用一直走在最前，不但為行業引入創新理念、提升行業慣例，更有助促進香港零售業的發展。曾紹光是周大福在GS1 HK香港物聯網產業諮詢委員會 (IoT IAC) 的代表，一直致力推動各行業應用物聯網和促進物聯網生態系統的發展。他表示現時智慧城市的概念正以物聯網科技作為基礎，例如在零售行業便能應用RFID採集與傳輸數據、檢測狀態，在生產、物流、倉儲和資源管理等流程發揮極大作用，所以鼓勵GS1 HK繼續積極向8,000名企業會員及全港各行業宣揚物聯網的優勢及實踐應用。

Patrick Tsang, General Manager, Information and Communication Centre
資訊及通訊應用中心總經理曾紹光