Executive Connect 管理層專訪

The Confession of an O2O Devotee and His Toy Story

與盧永仁對談 - 解密營銷模式及他的玩具王國
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About GS1 Hong Kong 關於香港貨品編碼協會
Founded by the Hong Kong General Chamber of Commerce in 1989, GS1 Hong Kong is the local chapter of GS1, a not-for-profit, standards organisation that develops and drives adoption of easy-to-implement global standards to help businesses to uniquely identify, accurately capture and automatically share vital information about products, locations and assets. Headquartered in Brussels, Belgium, GS1 has over 110 national chapters in 150 countries.

Currently, GS1 Hong Kong has around 8,000 corporate members covering close to 20 industries including retail consumer goods, food and food services, healthcare, apparel, logistics as well as information and technology.

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The Confession of an O2O Devotee and His Toy Story

與盧永仁對談 解密 O2O 營銷模式 及他的玩具故事

Dr. William Lo
Founder of OtoO Academy
Vice Chairman of Kidlands International Holdings Limited

盧永仁博士
OtoO Academy創辦人
匯賢國際教育-loss私人股東

In the typical LCS around the world, the split of customers are 80% children and 20% adults. In Hong Kong, it’s half-half,” Dr. Lo explained. “AFOL are more sophisticated, they can pay a premium for bigger set of Lego products, that is why Hong Kong LCS profit margin is higher than those of the world.”

環球觀，一般的樂高認證專門店客戶比例分佈是80%兒童以及20%成年人；在香港，卻是各佔一半。盧博士解釋：「成人樂迷普遍更富有，他們願意付出更昂貴的價錢去購買更大盒的樂高產品，這就是香港樂高認證專門店利潤能夠冠絕全球的原因。」

Hong Kong Listed as top 5 Most Lucrative Lego Stores in the World

Kidlands currently runs 4 LEGO Certified Stores (LCS) in Hong Kong, which are among the top 5 most lucrative LCS in the world. In terms of sales per square feet, the Shatin New Plaza store tops the chart with revenue of HK$50 million a year. Contrary to the other LCS, Hong Kong has the highest percentage of adult patrons, a term they called AFOL (Adult Fan of LEGO).

Dr. Lo grinned when he went into reminiscence. "From day one, we decided to build LEGO a lifestyle brand and not a children toy shop, when we set to open store in Hong Kong 2.5 years ago. A lifestyle brand begins with the team, so I hired a guy from Lune Crawford, and another 7-8 people from a mix of consumer category background except one from toy industry.”

Dr. Lo’s Trick for O2O strategy

The first store in Langham Place is about 4,000 square feet. To establish its lifestyle profile, Dr. Lo reserved about 1,000 square feet of its saleable area to setup a 1-million-buzz, LEGO-made diorama of Mokongkok landscape during the opening, creating a photo-taking landmark for the public. This generated buzz and engaged fans, who would be rewarded with a limited edition present for posting on social media if they created their own LEGO story and took photos at the store. And this is just one of the many offline-to-online marketing stunt that Dr. Lo has up his sleeve.

"I learnt a trick when I was the chairman of I.T., the clothing brand,” Dr. Lo confessed. "Bathing Ape, the Japanese street wear brand acquired by I.T., often sells products of limited edition at 10-20 pieces. With aggressive efforts to promote the products, that created high demand.

香港名列全球高銷售額樂高專門店首五位

匯賢國際控股有限公司目前在香港擁有四間樂高認證專門店 (LCS)，銷售額位列全球前五位。以每平方尺銷售額計算，沙田新城市廣場店的收入高達每年5,000萬港元。有別於其他樂高認證專門店，香港擁有業界比例最多的成人樂高愛好者 (AFOL)。

盧博士回憶起當初開店時時尚笑容：「由第一天開始，我們已經決心將LEGO打造成一個生活品牌，而非兒童玩具店。」這是我們20年前在香港開設首間開店時的決心，一個生活品牌最重要的就是團隊，所以聘請了來自不同行業的員工，以及其他7至8名不同職業類型的同事，當中有一位是玩具行業的。

分享O2O獨到營銷招數

LEGO第一間店開在新城市，面積約4,000平方呎。為了打造其生活品牌的形象，盧博士在開幕初期，便預約了1,000平方呎的實用面積放置一個價值百萬的旺角街景樂高立體模型，成為市民打卡熱點，品牌更與樂高迷互動，鼓勵他們創造自己的樂高故事及在店內拍照，並上傳至社交平臺，以换取限量版禮物。成功的O2O營銷點子是不斷更新，絕對是行業中的佼佼者。
and long queue in front of the I.T. stores. When people see a long queue, they tend to be curious and share what is going on.”

“So this scarcity tactic not only creates traffic to store but also produces a viral effect. And this works well for LEGO fans and customers too.”

Dr. Lo said.

**Physical and Online Stores both have their roles**

Dr. Lo firmly believes physical and online stores serve separate purposes. “People usually perform search and utility buying over online platforms, while in physical stores, people tend to make inspirational buying.”

“You shop online because of its convenience or value for money. Yet in the offline world, you would come across a beautiful window display, talking to a knowledgeable and friendly sales, trying new things on, and so on, this experience can be fascinating. There you can create demand, instead of just waiting for it, and this is the kind of interaction that you can hardly replicate online.”

Dr. Lo is not new to O2O strategy, in fact, he was the frontier in e-commerce and digital space when he first launched Netvigator and iTV (predecessor of NOW TV), providing internet service and video-on-demand service to customers. “I conceived the name Netvigator in my bathroom when I was taking a shower, back in April 1996. Since then the company became the biggest Internet service provider.” Dr. Lo recalled with sparkle in eyes. “We were a bit ahead of time though, when iTV appeared 10 years after 1996, when internet and mobile penetration were just taking off.”

As the board director of TVB, he observed an interesting paradox: one of the largest e-commerce sites in Hong Kong, HKTV mall, is spending millions of marketing dollars on traditional media. Other top advertisers include Trivago, Expedia, Gogovan, etc., all the “new economy” digital business. “A truly integrated online/offline world is happening, and you can’t expect to rely on one single O2O.” Dr. Lo analysed. “This is a world phenomenon: Amazon buying Whole Foods, Alibaba acquiring Hema Supermarkets, all these indicate only a balanced O2O strategy can business sail through the next decade.”

**Technology Engages Consumers**

Dr. Lo recently started OtoO Academy, a company that provides O2O retail advisory service and one-stop solution. The brand owner of a home-made X0 sauce once consulted him as its offline business is well distributed in department stores but fail at the online part, so he advised him to focus on brand building and inspiration buying first, then turn the repeat purchase interim to online sales, the utility buying.

He believes technology is the enabling tool to engage customer. At the LEGO store, patrons can visualise the finished LEGO model in 360 degree when they take the boxset and stand in front of a smart panel. Whereas the stores in China, the smart panel can further recommend similar toys in Kidsland’s Tin Shui Taiti marketplace, fulfilling a customer’s O2O journey.

When asked about the prospect of retail business in Hong Kong, Dr. Lo shared a unique perspective. “I’m discretely optimistic about the future. Despite the recent gloomy market sentiment, business owners now have more bargaining power with the landlord. When you have better control over operating cost and overhead, even in bad market condition, there can be opportunities, as long as you have a good value proposition of your product or brand.”

**科技提升顧客互動**

盧博士更創辦了OtoO Academy，提供線上線下零售諮詢服務及一站式解決方案。一家稼業O2O零售的店主請教盧博士，因為其店在百貨公司相同線下銷售發展良好，但網絡銷售卻慘不忍睹。盧博士為此建議店主先針對提升品牌影響力和客戶的購買意願，以施予網絡上提升消費者實體購買的意願，及將此換成實質性或是消費者的消費信心。

他強調科技提升提供顧客互動又實質整體的，於香港專門店的，當顧客可利用業主 enforced in the online world，顧客可以透過這些體驗來實現互動和互動去創造消費，這們都實在在網上實現的。'

盧博士當然亦是O2O策略的前先行者，事實上，他創辦Netvigator和HKTVMall（NOW TV的前身）時為客戶提供互聯網服務和視頻點播服務時，已經是電子商務和數
Re-routing for a More Sustainable and Efficient Last-mile Delivery

Checkout in 5 minutes at Smart Supermarket

RFID Enables Nearly 100% Accuracy for Retail


Source: https://@@news.yahoo.com/@@@
A Start-up-like Leadership Team and its Challenges

Simon found the winning formula of retail to be a lean management style. Of total about 200 staff, there are only around 40 at the back office, which allows the team to make relatively quick decisions and responses without the need to go through hierarchical approval. “We are able to streamline our operation and manage most functions under one umbrella, from product sourcing and logistics, to sales and marketing and after-sales service. It allows us to handle things quickly. I think this approach lends us a great differentiator in customer service to compete in the market.”

Operating as an OBM (Original Brand Manufacturer), eChome can customise products according to the trends and taste of Hong Kong customers. They are efficient in response to market changes, and this offers another advantage of keeping an optimal inventory level in the warehouse.

Despite the extensive business network and experiences gained from previous redemption and wholesales business, Simon met a few challenges. “Undoubtedly, rent is the major challenge for all retailers. Luckily we have very good relationships with landlords so rental cost has limited impact. However the backend system did strain us in the early stage. The earlier version of POS system we deployed in the first four years was problematic when integrating with our ERP. It’s not flexible enough and not tailored to our needs; this took us another 3 years to change to a more reliable POS and finalise the integration seamlessly.”

“Staff is the most important asset for us, so we need coaching and training to retain and incentify our front-line staff, especially on their handling of the system. The staff turnover is improving everyday now.” The company may equip its staff with mobile devices for product video demonstration so as to increase customer engagement.

Crossing the river by feeling his way over the stones

On e-commerce front, Simon admitted it is an uphill battle. “Hong Kong is a one-of-a-kind market. E-commerce can be so successful around the world but not really the case for Hong Kong. Despite more online shopping was observed, it is still too convenient for Hongkongers to shop anything they need a 20-minute vicinity.” he commented. “When we first opened online shop 15 years ago, it was a failure. It was not until today when mobile network becomes so rampant that we have a space in the market.”

To eChome, its Hong Kong online store is more like a showroom than a profit centre. Orders usually come in late night, possibly from those busy people who can’t make it to the store. The company experienced drop from online sales when new physical store opens, until now they have achieved an optimal balance between e-commerce and offline sales that bring out the best O2O picture.

Currently, the online shops and other e-marketplace platform like HKTVC mall generates relatively a small but growing proportion of businesses for eChome. Businesses from international online markets like Europe, America, Australia and South East Asia also kick start in a small scale but as overseas markets are virgin lands of eChome, all had very promising growth with huge potentials.

Simon anticipates a very positive 5 to 10 times growth over international online market in the next 12 months, whereas Hong Kong online business may achieve healthy growth of up to 200%, and the rest contributed by the growth of physical stores in Hong Kong which will be fostered by their newly formed digital marketing arm, one of the moves is to launch its one-stop sales and service app soon.

so the retail to the impact of less. But more...
Connecting SMEs and the Government with SMEs Advisory Board

The list of board members in the current term:

Chairman
Mr. Simon Ho
E P S A Corporation Ltd.

Vice-Chairman
Mr. Koenig Wong
55 International Co. Ltd.

Vice-Chairlady
Ms. Phyllis Cheuk
Kampery Development Ltd.

Committee Members
Mr. Duncan Ho
China Arms Enterprises Ltd.

Ms. Joyce Lee
Charm Group (Holdings) Co. Ltd.

Mr. Alex Cheung
Forexide Company (HK) Limited

Mr. Martin Kwok
Kwek Kam Yeat Cake Shop

Ms. Beryl Yeung
Mobilion Group Ltd.

Mr. Richard Chu
Premier Living (Enterprise) Co. Ltd.

Mr. Jeff Law
Sun Pat Yeung Food Products Ltd.

Mr. Eddie Lau
Yummi House International Ltd.


SML is Simplifying RFID Technology

The compelling ROI of SML item-level RFID solutions has been proven in some of the largest and most complex retail supply chains around the globe. By enabling detailed visibility into each individual item, SML's solutions offer a value-added business case and practical application to deliver a product when and where the customer needs it.

With the introduction of the RISG platform, the "Right Product" at the "Right Place" and at the "Right Time" has never been more important. RFID creates item-level visibility, which allows big data analytics along the supply chain, in order to enable logistics operations to meet that goal.
The Hidden Taste: Peacock Spreads its Tail to Transformation
隱世平民美食 轉型延續經典

Hong Kong company prefix “489” carries weight in China

With plans to expand into Mainland China, Cheung’s partners and customers told him Hong Kong barcode are more preferential in the China market, so Cheung will adopt the company prefix “489” on its products. In the past, the scale of the production plants had restrained the company from extensive growth, Cheung didn’t proactively invest in the Mainland. However, situation changes when the noodle products imported from Japan, Korea, Vietnam and Thailand increases in varieties and tastes, fierce competition arises and it’s time for the traditional brand to attract new consumers.

The rice noodle was traditionally packaged in 400g, but now a brand new 250g package was introduced to tailor for individual consumer’s need. “We are also planning to launch healthy noodles.” Cheung is prepared for new market as he observed health-conscious consumers are on the rise. In e-commerce, besides listing on other e-marketplaces like Ztoore, Cheung has reservation to develop more online platforms encounters difficulties in delivery of the brittle rice noodle.

With increasing concern on the food safety and counterfeit products in China, Cheung said the Central Government has been regularly raising its safety standard on exported food to ensure public health. Cheung explained, “First of all, regulatory departments will examine the rice. They will check the quality and if it is genetically modified. Then it comes to the manufacturing plant, of its fulfillment of the requirements laid by Environmental Protection Law. Thirdly, the finished products will be inspected for any contamination or heavy metal ingredients.”

“There is a more stringent control on the imported food in Hong Kong. For example, there are higher regulatory standards for the amount of Cadmium and heavy metals, which are even more demanding than Japan.”

Traditional brands are becoming rare

GTIN (Global Trade Item Number) enables food traceability and consumers can access the food product information with a simple mobile scan. “We may need to implement (food traceability) in future, as it helps to build consumer trust,” Cheung also shared, “There were counterfeiters of our noodle in the past, and we sought help from the Customs and Excise Department to arrest the fraudsters.” He believes GTIN can help resolve counterfeit problem with product authentication.

Located in an old building in Mong Kok, Cheung’s office decoration is rather simple. “It’s rare to have local brands with 50-60 years of history like us. The traditional grocery store is in decline. We can simply work out for the best.”
Connecting Executive Members and Exchanging Ideas on Digital Transformation @ GEL Luncheon

The 6th GS1 HK Executive Luncheon (GEL) gathered 25 leaders from a wide spectrum of industries, such as Eu Yan Sang (HK) Ltd, Chewy International Foods Ltd, Trapipit Dairy Ltd, On’ Kee Dry Seafood Co. Ltd, and Kwok Kam Kee etc., some of which are the next generation of keepers of the brands.

Mr. Richie Eu, family member of the 5th generation of Eu Yan Sang (HK) Ltd, shared the company legacy and the digital transformation on payment.

Participants enjoyed the relaxing afternoon with great food and ideas exchange, transforming for new opportunities and creating win-win. Ying Kee Tea House has prepared a delightful surprise with its tea giftset for the attendees, who warmly welcome their generosity.

Mr. Richie Eu, the 5th generation of Eu Yan Sang (HK) Ltd, shared the company legacy and the digital transformation on payment.

企業再進及科技諮詢服務

What should be done

ENTERPRISE REENGINEERING CONSULTATION SERVICE

物聯網醫療設備及健康數據平臺

IOT HEALTHCARE EQUIPMENT AND PLATFORM

智慧生產及物流管理

（生產、倉儲、物流及冷鏈管理）

SMART MANUFACTURING AND SUPPLY CHAIN

（MANUFACTURING, WAREHOUSE, LOGISTICS AND COLD CHAIN MANAGEMENT）

智慧城市管理

（城市監控、定位、節能、自動化及環境管理）

SMART CITY MANAGEMENT

（SURVEILLANCE, POSITIONING, AUTOMATION AND ENVIRONMENT MANAGEMENT）

智能硬件設備及應用

（RFID文件管理設備、高防安全設備、零售營運分析應用、網站應用、手機應用）

SMART HARDWARE EQUIPMENTS AND APPLICATIONS

（RFID DOCUMENT MANAGEMENT EQUIPMENT, ADVANCE PROTECTION EQUIPMENT, RETAIL ANALYTICS TOOLS, WEBSITE AND MOBILE SOLUTIONS）

企業再創新方案

MAKE IT HAPPEN

REENGINEERING TECHNOLOGY SOLUTIONS

分析及運用跨領域大數據

實現智能應用和自動化管理

成就更快、更精準決策

Quicker & Better Decision with Smart Applications & Automations from Analysing and Applying Cross-section Big Data
Food Forum 食品安全論壇 2018
The Academy Awards in Food Industry - 22 Companies Awarded for their Excellence in Food Safety and Traceability

食品安全界奧斯卡 表揚22間食品安全及追蹤表現傑出企業
Food safety has become a growing concern among the citizens. GS1 HK promotes food traceability to safeguard food safety. In this year’s Food Forum, experts and guests share their views on how technology enhanced food safety. 22 companies were also awarded in the Award Presentation Ceremony for Quality Food Traceability Scheme for demonstrating excellence in food safety and traceability. Dr. Chui Tak-yi was the Guest-of-Honor and the Forum has gathered industry experts to share and exchange ideas.

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Words from the Food Industry 食品同業有話說
“News is easily spread widely with the emerging online platforms, and consumers have become more demanding also. Therefore, immediate response to food incidents is very important. It has been four years since Aeon joined the Quality Food Traceability Scheme, and the Scheme inspired us with new understanding on international standards and raised the awareness of our employees on food safety.”

Mr. Alan Lee 季文輝先生
Senior Manager, Business Support of Aeon Stores (Hong Kong) Co. Limited
永新百貨有限公司業務支援部總經理 賴文輝先生

The biggest secret is no secret. Food safety is an essential element. Through the use of data, we not only can understand the potential risk across the food supply chain, but also to improve the food safety system. Therefore, this programme is very important.”

Mr. Chen Zhong 陳湧先生
Head of Quality Assurance of Maxfin’s Caterers Limited
合心集團食品安全總監 陳崇先生

For more details and to view the winners interview video on Quality Food Traceability Scheme 2018, please visit the link:
http://bit.ly/2PmSHY
Worldwide Healthcare Leaders teamed up @Global GS1 Healthcare Conference

@GS1國際醫療論壇

Themed “Safer, more efficient care starts with a simple scan”, the Global GS1 Healthcare Conference was hosted in Bangkok, Thailand during 9 October to 1 November which gathered over 46 prominent international speakers to share their views on the future of healthcare, the impact of standards on the Healthcare Community, and to address key topics on patient safety including the latest regulatory and industry development in healthcare supply chain traceability, security and efficiency.

It was well attended by more than 250 delegates from 13 ASEAN countries and another 20 countries around the globe. Our Chief Executive, Anna Lin, formed a Hong Kong delegation, joined by representatives from Hospital Authority, CUHK Medical Centre, Carossa Hospital, Precious Blood Hospital, Glenaeagles Hospital etc., to participate at the Conference. The delegates also visited a world-class smart hospital in Thailand to experience how standards and technology have reformed the healthcare processes and increased operational efficiency. GS1 HK will further form closer ties with the industry to help create a more efficient and cohesive supply chain.

Connecting the World with Data @AP Forum

連結全球大數據

GS1 Asia Pacific Regional Forum 2018 was successfully held in Macau this year, gathering the management team from GS1 global offices and numerous political officials and business leaders from Macau.

Experts from GS1 also detailed topics like cross border logistics enhancement, combating illicit trade, data connectivity to achieve traceability and Legal Entity Identifier (LEI), and demonstrated how GS1 standards enhance business and trade development. In addition, they also discussed topics like blockchain development, smart city and IoT, and how standards and innovation technology can help business cope with new transformation, increasing the industry competitiveness.

The high-profile event will be held in Hong Kong next year, in order to better respond future challenges in the region and serve as a platform for delegates to meet and network.

Full House at Cold Chain Logistics Session by GS1 HK@ Asian Logistics and Maritime Conference 2018

GS1 HK冷鍊物流論壇全場滿座

@亞洲物流及航運會議

Around 300 delegates joined Supply-chain Management and Logistics Forum co-organized by GS1 HK at Asian Logistics and Maritime Conference 2018, and learnt about the importance of cold chain logistic to ensure food quality and consumer safety. While at the exhibition booth, GS1 HK demonstrated cold chain logistics management, product authenticity solution, and food traceability with GS1 Standards and Solutions. The Conference attracted logistics services providers, traders and retailers from worldwide to exchange market intelligence.

GS1 HK為今年亞洲物流及航運會議2018供應鏈管理及物流論壇的合辦機構，論壇吸引了逾300名人參與，了解冷鍊物流的重要性，以確保食品安全。此外，GS1 HK還在展覽攤位中展示冷鍊物流管理、產品真實性方案，及以GS1標準及方案改善食品追溯。會議匯聚了來自世界各地的物流及供應鏈服務供應商、貿易商及零售商人士，相互分享及交流行業心得。
GS1 Hong Kong welcomes the following new members

1. 7C HK LTD
2. ACUTUS ASIA PACIFIC LTD
3. ABE DEVELOPMENT LIMITED
4. ABLE ENTERPRISES LTD
5. AIC IMPACT LIMITED
6. AIMMIO FOOD TRADING (HK) LTD
7. AKASHI SHOTEN CO LTD
8. AL FALQI GENERAL TRADING LLC
9. AMERICAN MIA (GROUP) LTD
10. ANSON GROUP LTD
11. ANSYS HK LTD
12. ARTISAN FOODS (HKS) LTD
13. ASH (HK) LTD
14. ASIAPAC ACTIVE CO LTD
15. ASWISHER (HK) LTD
16. ATLAS INDUSTRIES LIMITED
17. ATTOLL (HONG KONG) LIMITED
18. ATTOM (HONG KONG) LIMITED
19. BHARAT GROUP LTD
20. BIOLIFE HOLDING LTD
21. BROWNSTONE LIMITED
22. BRIGHT STAR HOLDING LIMITED
23. BURFORD LIMITED
24. BUSINESS CONNECT
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GS1 Digital Link brings the Barcode to the Web

GS1 數字鏈接將所有產品資訊連繫於同一網絡上

"The GS1 Digital Link standard is the foundational bridge between physical products and their digital twins. Ensuring that product data, information about inventory and digital assets for a particular product is linked to each other through a common identity that also links to the actual physical product is essential to serving the needs of consumers today.

GS1數字鏈接標準是連接實體商品及其數字副本的基礎樞紐。確保特定产品的商品數據、庫存資訊以及數字資產與一個共同的身份相連，並且此身份也連接到實際的物理產品，對於滿足當今消費者的需要至關重要。

Robert Bixler, chief solutions and innovation officer of GS1

GS1數字鏈接標準可以將商品連接到同一個平台上，進而為消費者提供更豐富的消費體驗。消費者的消費習慣正在逐漸強化，數字技術正在逐漸融入消費者的生活，同時也正在逐漸改變消費者的消費習慣。

GS1數字鏈接技術可以幫助企業更好地理解消費者的消費需求，這對企業而言是一個非常好的機會。"
The Smart Mobility Hong Kong Award aims to encourage the development and adoption of Smart Transportation, Smart Logistics and Smart Tourism applications promoting a smart city development with a more convenient environment for tourists and citizens.

智慧出行獎旨在鼓勵開發和採納智慧交通、智慧物流和智慧旅遊應用為旅客和市民創建一個便利的環境。