



Trial and Learning Forges the Canteen of Hong Kong People

反覆試驗 穩中求勝 成就港人食堂

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“Fast, nice and value-for-money” has always been the major 3 reasons for Hongkongers to visit fast food restaurants for decades. But as time changes, fast food restaurants have to rejuvenate too to keep up with the dining habits of the new generation to sustain their competitiveness. As the largest Chinese fast food restaurant group in Hong Kong, Café de Coral continues to remain sensitive to market changes. Adhering to the high standards in food quality and service, the Group offered a wide spectrum of catering options to consumers, which eventually consolidate into the current diversified and cross-border business portfolio today.

Fast-Food vs Casual Dining: The Restaurant that Fits Everyone's Taste

According to Government statistics, the F&B (food and beverage) market in Hong Kong has grown from HKD50 billion by around 2000s, to about HKD120 billion in 2018. Peter Lo, Chief Executive Officer of the Café de Coral Group, revealed that the Group has initiated diversification strategy since the 90s with acquisition of Ah Yee Leng Tong, The Spaghetti House, etc. In addition to the acquisition, the Group has also made great strides into institutional catering business with the launch of Asia Pacific Catering (Hong Kong), and started Japanese fast food business. “Our multi-brand strategy offers consumers numerous dining options that addresses the food culture in the new age. This is the major reason our businesses maintain steady growth in the market. Despite there are gains and losses in between, the learning along the journey has been invaluable to us.”

光顧快餐店往往要求「快、靚、正」，過往至今如是。但隨著時代演變，快餐店亦需推陳出新，配合新一代的飲食習慣，才可維持競爭力。作為全港最大的中式連鎖快餐集團，大家樂一直保持敏銳觸覺，在恪守一貫對食物質素、服務水平等的嚴格標準同時，亦謹慎地嘗試不同款式的餐飲服務，始發展成今日多元化及多地域發展的企業。

速食 vs 休閒 各有所好

根據政府數據，本港的餐飲市場已從千禧年後約500億港元、增長至2018年約1,200億多港元。大家樂集團首席執行官羅德承表示，集團在90年代初已率先將品牌多元化，收購了意粉屋、阿二靚湯等、亦拓展泛亞機構飲食業務、並曾開闢日式快餐市場。「集團的多品牌策略正切合新一代飲食文化，滿足不同人的口味和需要，是我們市佔率穩步增長的重要原因。當中過程當然有成功有失敗，都是我們點滴經驗累積而成。」

Café de Coral Group currently runs more than 10 brands and offers a range of food choices such as fast food, western-style, Japanese and traditional Shanghai cuisines, each at a segmented average spending: around HKD40 for Café de Coral; around HKD50 for Mixian Sense; HKD70 for Oliver's Super Sandwiches; about HKD100 for Shanghai Lao Lao and HKD110 or above for The Spaghetti House.

大家樂現擁有10多個品牌，快餐、西式、日式、上海菜等，頗多元化，而各食肆價錢亦層次分明：大家樂人均消費約40元、米線陣約50元、Oliver's Super Sandwiches (利華超級三文治) 在70元區間、以至上海姥姥約100元及意粉屋約110元。

“ Running a F&B business in Hong Kong is relatively easy, but serving over 500 meals per day in many stores, with similar food quality and standard across the stores like Café de Coral is definitely hard to run and copy. This is undoubtedly our distinctive feature and strong suit.

餐飲生意的入門門檻不高，但要像大家樂般每店每天做到超過500份餐的量，又要在不同地區都有統一標準，就絕不容易。這也正正是我們的特色和強項。



He further explained the key to standardised quality is turning food manufacturing processes into Standard Operating Procedure (SOP). These procedures will be divided and allocated to workers in various positions, enabling the Group to deliver the promise of “fast, nice and value-for-money” service.

羅德承解釋要標準化便要將食物製作工序變成一套標準操作步驟(Standard Operating Procedure, SOP), 並「軟件」分配給不同崗位同事處理, 便是達到「快、靚、正」秘方的其中一項材料。





The Secret Recipe to “Fast, Nice and Value-for-Money”

“Café de Coral’s Central Food Processing Centre would handle operations like food portioning and marinating, thus minimizing the food processing procedures handled at the branches.”

The diverse restaurant brands offer the Group more flexibility in procurement - from finest quality ingredients, to food produce that are affordable with normal standard. With the growing complexity of global food supply chain, consumers are increasingly demanding for better food safety. In addition to complying to the stringent food import regulations by Hong Kong Customs, Café de Coral also visited their global suppliers and examined food samples for quality assurance. Their central kitchen is certified with HACCP and ISO22000, and the Group is named the Diamond Enterprise Winner of “Quality Food Traceability Scheme” in 2018 by GS1 Hong Kong, showing continuous improvements in its food management system year by year as the assessment team suggested. The Food Scheme this year incorporated “Efficient Consumer Response” scoring to ensure company demonstrate full traceability capability from source to consumer, and Café de Coral exhibited high competency in upholding such traceability with the adoption of international standards and technology.

Café de Coral is also a regular patron to innovation. A few years ago the Group adopted ezTRADE, the B2B e-commerce platform by GS1 Hong Kong, enabling electronic commercial documents between the Group and its trading partners along the supply chain, like purchase orders, Advance Shipment Notice and payment instructions etc. The deployment has significantly reduced administrative works and increased supply chain efficiency.

Foodie-Centric Strategies

Peter hinted that self-service kiosk will be rolled out in the Group’s different outlets by phrases, helping to reducing customers’ waiting time and the workload of frontline staff. “We have already launched a mobile ordering app and collaborated with third-party vendors to offer food delivery service. We believe these platforms will only grow as time passes. We have been known for quality and safety for a long time, yet to compete in today’s cut-throat market, I believe customer experience is the new battleground.”

「快、靚、正」的原材料

「大家樂擁有中央廚房，很多製作工序、如份量分配和醃製食材都會在當中進行，減少分店處理食品的工序。」

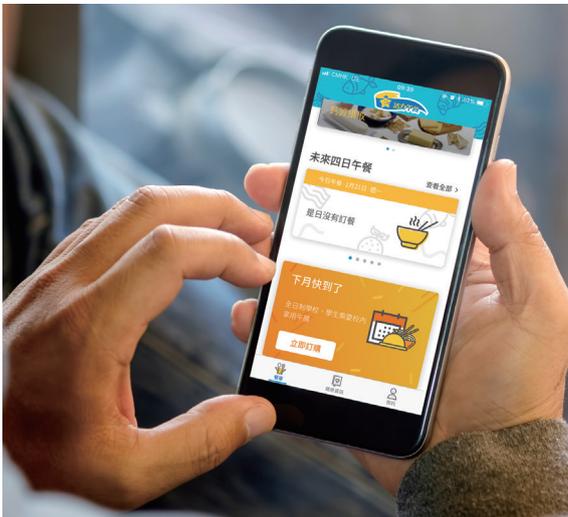
由於集團旗下餐廳種類廣泛，在採購上彈性較大，由精挑細選的貴價材料、到「高性價比」的食品都會搜羅。但現時全球食品供應鏈的複雜性與日俱增，市民對食品安全的要求亦逐步提升，所以大家樂除了要符合香港海關食品入口的嚴謹規定外，亦會親身到環球供應商的地方檢視食品樣本，確保品質。其中央廚房得到HACCP及ISO22000認證，其品牌亦獲GS1 HK頒發「2018優質食品源頭追蹤計劃」鑽石企業獎，評審團隊稱大家樂的食品管理系統每年均持續改善。該計劃今年引入「高效消費者響應」評分，確保機構具備完善的「從源頭到消費者」的追溯能力，而大家樂正運用國際標準及科技，展示出食品追溯的嚴謹要求。

大家樂在創新上時有新猷，數年前便採用GS1 HK的B2B電子商貿平台ezTRADE，讓集團與其貿易夥伴以電子方式發送採購單及接收付運和付款通知等交易文件，大幅減省行政工作之餘，亦加快供應鏈的程序。



A revamped customer loyalty programme was launched in 2018, attracting about 500,000 members today. It is offering more benefits to drive repeat purchase and better customer engagement to grow loyalty. The Group also collects limited customer data to support a more targeted market promotion, even though personalisation is not yet offered at this stage.

“I consider F&B business at its core is about “Customer Journey”, that’s why one of our foci have been nurturing our talents, fostering their passion and engagement towards the works. This helps us succeed too.”



食客為本

羅德承表示，目前旗下品牌餐廳正分階段引入自助點餐機，縮短顧客等候時間、亦減輕前線人手負擔。「其實我們早前已推出手機APP流動點餐功能，亦與第三方合作透過電子平台提供外賣和送餐服務，預料未來這些平台會日益重要。我們一向以高質可靠聞名，要在現今競爭激烈的餐飲市場突圍，提升顧客體驗便成為業界的新戰場。」

大家樂快餐於2018年推出新的顧客忠誠計劃，現時會員數目約50萬，正推出優惠計劃鼓勵重覆消費，同時進一步與顧客互動和聯繫。集團亦會收集顧客大數據，縱使未能滿足個人化餐飲需要，仍可透視消費趨勢以作更準繩的市場推廣。「我認為餐飲業始終是以顧客體驗為本的生意，所以我們極度重視人才培訓，促進同事對工作的熱誠及投入感，這同樣是大家樂成功的因素之一。」

The Untapped Gourmet Market

Café de Coral China signed a strategic partnership with 8 property developers in Mainland China 2 weeks prior to the interview, aiming to accelerate its expansion in Mainland China, particularly in Guangzhou and Shenzhen. When asked about the importance of Greater Bay Area to the Group, Peter claimed, “We were the industry pioneer from Hong Kong when we opened our first restaurant in Mainland China in as early as 1992. For now, I feel that the Greater Bay Area is undergoing similar changes like

Hong Kong in the old days, for example the rapid urbanization, the untapped breakfast and dinner eat-out markets, etc. Sure there will be great potential ahead.”

“The revenue for F&B industry in Guangdong amounts to RMB 400 billion, and the 9 cities in Greater Bay Area accounts for 80% of that market. Café de Coral is in a very unique position in the market, like our famous Hong Kong brand, our solid foundation, our strategic location close to train stations, the localised taste and more. I believe the Group will continue to be ‘the canteen of people’ for each and every city in the Greater Bay Area.”



美食藍海

訪問前兩週，大家樂旗下中國業務與內地八大地產商簽署合作協議，加快中國內地的開店計劃，特別是廣州和深圳兩個城市。被問及大灣區對集團的重要性時，羅德承稱：「我們早於1992年便已在深圳拓展分店，屬於香港同業先驅。我感覺現時大灣區正在經歷香港昔日演變：急速都市化、具發展空間的早餐和晚市市段等，潛力無限。」

「廣東餐飲收入以4,000億計，大灣區9個城市便坐擁8成市場，而大家樂憑著獨特的優勢，包括香港品牌、穩固根基、鐵路沿線店舖、本地化口味等，相信集團未來會繼續成為大灣區各城市大眾的『大食堂』。」