The **Technologies** that
Creates Your
Home Sweet Home
以科技打造夢想家居

Mr. Derek Ng
CEO of Pricerite Home

吳獻昇先生
實惠家居行政總裁

A technology overhaul is never easy for a 3 decade-old business, it requires determination, persistence and comprehensive strategies. Observing the changes in consumer behavior, Derek Ng, CEO of Pricerite Home, realised technologies like AR / VR, big data analytics, e-commerce, are vital to help them stay relevant to today's people hectic lifestyle and millennials' purchasing habits, and he is resolved to see it through.

"Most people don't just go to store to buy furniture, they also do a lot of research across different channels and discuss with family or friends. And only after thorough examination would they place their orders, in the most convenient and bargain way available like in-app with promo code," Derek shared his insight of the customer behavior. "For millennials, they behave vastly different: they not only seek recommendations and reviews from KOLs or social media channels, but they also look for personalised experience, interaction and association with the brand."

對一間歷經三十載的公司來說，要進行科技改革並非易事，管理層必需擁有無比的決心與毅力，並且制定完善的策略。實惠家居行政總裁吳獻昇觀察到近年消費者行為正在改變，各種科技如擴增實境（AR）/虛擬實境（VR）、大數據分析、電子商貿等大行其道，這些科技都有助公司迎合現今忙碌都市人的生活習慣及千禧世代的購買習慣，有見及此，吳獻昇決意運用科技，帶動變革。

「很多人購買傢俬時通常不會只到店舖採購，他們亦會於不同平台搜集資料，以及與家人或朋友討論。消費者經過深思熟慮後才會選擇以最方便實惠的方式購買，例如在手機應用程式上輸入推廣條碼購買。」吳獻昇分享對消費者行為的看法，他續說：「至於千禧世代，他們的購物模式截然不同，除了在社交網絡平台上觀看網絡紅人和其他用家的意見及評論外，他們更會期望得到個人化體驗，以及與品牌互動和連繫的機會。」

Housing Today Consumers' Needs

Those are part of the reasons why Pricerite Home is investing in technology to cater to the needs of today's consumers. To allow customers visualise how a piece of furniture fit in their own apartment, Pricerite Home developed an augmented reality/virtual reality app that present a virtual 3D furniture with 1:1 scale on smartphone screen against the real environment.

"We setup some typical types of show flat in store, some rectangular and some diamond-shaped, to show how our furniture pieces can facilitate the family to utilize their home space smarter, offering them more decorative ideas." Derek said. "And if the family members can't come together to our store to check out the furniture, they can still use our app to picture how it will look like at home."

順應現今消費者需要

實惠家居(下稱實惠)積極投資科技,就是為了迎合現今消費者的需求。為了讓消費者構想傢俬放置在家中的模樣,公司發展了AR/VR手機應用程式,讓顧客利用手機以3D模式及1:1比例模擬傢俬在真實環境的模樣。

「我們於店鋪設置了多個如長方形或鑽石形的示範單位佈局,以展示我們的產品如何協助顧客善用家居空間,啟發更多佈置意念。對於未能親身前來店鋪觀看傢俬的家庭成員,他們也可以利用手機應用程式看到傢俬模擬放在家中時的模樣。」

Piecing Together the Data

The most challenging part of the digital transformation that Pricerite Home went through is not a fancy app, but its data system. Pricerite Home needs a single data platform that consolidates all the data including product, point-of-sales and customer data. "We need to standardise all our data to make it meaningful for business analysis: for example the product dimension, the legacy data might be in inches or centimetres, among other varying product attributes, so we need to have them all standardised so that we can offer more relevant, personalized promotion to our customers."

Pricerite Home also plans to tap on publicly available data, for instance the weather data by the Government, to make linkage with their own and customise promotion to different members. When the weather forecast shows certain districts in Hong Kong will be humid or with serious air-pollution, the system will send out pre-set marketing messages about their dehumidifiers or air purifiers to members whose address records show they are at the vicinity.
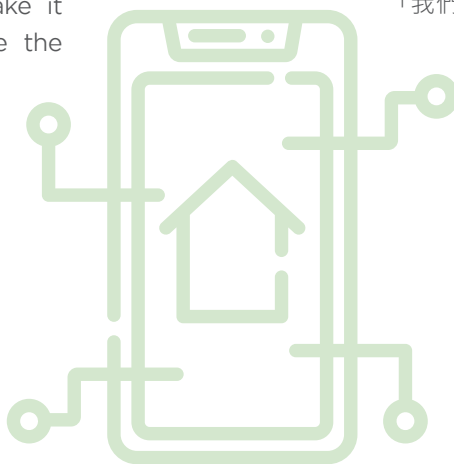
釐清數據 運籌帷幄

實惠在數碼轉型過程中所遇到的最大難題,並非在於建立繁複的應用程式,而是建立數據系統。實惠需要一個能整合所有數據於一體的數據平台,當中包括產品資訊,銷售點數據及顧客資料。「我們需要將所有數據標準化,才能得出有價值的分析:舉例說,除了不同的產品特性外,舊式產品尺寸單位有些是寸,也有些是厘米,故此我們需要將所有數據標準化,才能為顧客提供更適切及個人化的推廣。」

實惠更計劃參照公共數據,為不同會員提供相關切身的產品優惠,政府的天氣預報便是一例。當天氣預報顯示香港某些地區將會出現潮濕或有嚴重空氣污染的情況,系統便會發出預設的市場推廣訊息,向系統紀錄裡登記地址為受影響地區的會員推廣抽濕機或空氣清新機。

Orchestrating Omni-channel Efforts

Derek believes omni-channel is no longer a "nice to have" element anymore, but an integral part to compete in market, and Pricerite Home is of no exception. With full-fledged e-commerce and mobile app developed, one daunting task for Pricerite Home is how to increase online sales without cannibalizing physical store sales.

用心策劃全渠道模式

吳獻昇相信,全渠道模式並非可有可無,而是面對市場競爭的必備條件,當然實惠亦不例外,必須採用有關模式。實惠發展了功能完備的電子商貿及手機應用程式後,接下來的艱鉅任務就是在增加網上銷售量的同時,避免實體店的銷售量減少。

Corporate Dynamics

"Our frontline staff earns a commission for every piece of furniture they sell, so they are motivated; but with online platform, they might want to close the deal when the customers visit the store instead of letting customer buy online. This contradicts the consumers' behavior and our omni-channel business direction." said Derek.

"Thus we devised a scheme to incentivise our staff to sell, no matter offline or online, by giving each staff a unique promo code that can be shared with customers, so that when customers buy online using the code, they will enjoy a small discount, while the staff can still reap the same commission equivalent to in-store sales."

Derek believes the sales growth of online store will double this year. The company has already integrated the warehouse management to allow real-time availability of every furniture piece, for both online customer and offline staff. Once the online segment takes off, Derek plans to optimise some physical operations to become more an experience venue.

The company believes a happy customer is a repeat customer. Pricerite Home is accredited with GS1 HK's Consumer Caring Scheme for 2 consecutive years, which mean it lives up to the standards in demonstrating excellence in onsumer care through effective use of technology and consumer centric strategies, ultimately helping to lift up the industry's overall capabilities in customer experience.

「我們的前線店員每售出一件傢俬，均會獲得佣金，以激勵他們賣力推廣產品。然而，網上平台出現後，他們卻不希望顧客於網上購買，而是傾向鼓勵顧客在店內完成交易。此舉與我們的全渠道策略背道而馳，亦與消費者行為有所違背。」

「故此我們設計了一套方案，給予每名員工一個獨特的推廣碼，讓他們與顧客分享，從而鼓勵他們同時進行線上及線下銷售。顧客以此推廣碼於網上購物即可享有折扣優惠，而同事藉此所獲得的銷售佣金亦與店內銷售佣金相同。」

吳獻昇相信今年網上平台的銷售額將會錄得雙倍增長。公司已提升了倉庫管理系統，讓網上顧客及店內員工都可以查看每件傢俬的即時貨量。吳獻昇計劃當網上平台上了軌道後，便會將一些實體店轉型成體驗店。

實惠相信能讓顧客感到開心滿足，他們必定會再度光顧，所以連續兩年參與「貼心企業嘉許計劃」均獲嘉許為「貼心企業」，證明公司通過科技及「以客為先」的策略所提供的顧客服務貼心出色，有助全面提升業界在顧客體驗方面的服務水平。

Government Has a Role to Play

When asked about the major obstacle in current business, Derek whined about logistics. "Logistics has always been the bottleneck for us, it's costly, difficult to arrange, and easily jeopardises our brand image." Pricerite Home relies on 3rd party logistics partners to deliver most of the products, and lately introduced a dynamic scheduling timetable for customers to choose delivery time at their own convenience.

He hopes that the Government could play a role here, to drive down the logistics cost and strengthen its efficiency. This is crucial to the development of e-commerce, he believes, especially when many neighbouring markets have already achieved next day delivery. "The Government deserves our applause for introducing the Faster Payment System, which will bring substantial benefits to us as it is expected to bring some improvement in profit margin. I'm hopeful the Government will support us further on logistics, and to weather the recent economic uncertainty."

政府的支援角色

被問及現時業務面臨的最大障礙時，吳獻昇即想到了物流。「我們往往在物流方面出現樽頸位，因其成本高、安排費力、稍有差池便會影響我們的品牌形象。」實惠現時依靠第三方物流供應商運送大部分貨品，最近亦增設了讓顧客可自選送貨時間的服務，方便顧客。

他希望政府能介入物流發展，協助減低物流成本並同時增加效率。這對電子商貿發展尤其重要，因鄰近市場已可以提供隔日送貨服務。「政府早前推出的『轉數快』快速支付系統值得表揚，這系統預期可改善我們的利潤幅度，為我們帶來實質好處。我希望政府能進一步在物流上為我們提供更多支援，以抵禦近期經濟動盪的影響。」