



Sam's Tailor

Company Background

Being a family-owned business which has passed through generations, Sam's Tailor has successfully emerged and grown into a global recognition. The Board has found that Sam's Tailor has done well on the TQM by reinventing itself to fit for the evolving business environment.

Leadership

Sam's Tailor has clearly defined Vision-Mission-Values (VMV). Senior leaders exhibit robust efforts to create a focus of action to achieve organizational VMV. The company has a clear organization structure with a high degree of internal transparency. Directors have clear division of tasks and accountability while senior management attends to every aspect of the business and establishes visible support to company-wide collaboration.

Governance and ethics are practiced in the organization based on family values with illustration of some good practices. The company has donated vouchers for free suits to support community organizations. The strong commitment to environmental responsibility is evidenced by the use of its self invented biodegradable packaging bags.

Strategic Planning

Senior leaders have integrated perspectives on the strategic objectives and long-term strategic challenges. To anticipate coming opportunities and changes, early indications of major shifts in technology, markets, products, customer preferences, competition, the economy, and the regulatory environment have been discussed in its industry context. This practice helps pinpoint more precisely on actionable business initiatives.

The company maintains a very short and responsive planning cycle to keep up with market movements. The yearly planning cycle is made with quarterly reviews. The fact-based review sheds light on ways of boosting performance.

Customer Focus

Sam's Tailor has a strong customer orientation and strives to provide the right mix of quality, value for money, and attentive services. To foster a caring and good in-store experience for clients, the company

公司背景

Sam's Tailor 是一間代代相傳的家族企業，並成功贏得國際市場肯定。評審委員認為 Sam's Tailor 能重新打造以適應急速變動的市場環境，在 TQM 方面表現相當優異。

領導才能

Sam's Tailor 為願景使命價值 (VMV) 訂下了清楚的標準。高級管理層以努力專注於實踐組織的 VMV，具備明確並高透明度的組織架構，經理權責劃分清楚，資深管理人員深入經營各個層面，並就 Sam's 的各種合作關係提供實質的支援。

良好的管理和道德準則乃根據家族價值觀規劃並實行，Sam's 捐贈免費西裝以支持社會公益，並從使用自行研發的可分解包裝上，展現出強烈的環保責任感。

策略性規劃

高級管理層融合策略性目標與長期策略挑戰，就其行業在科技、市場、產品、顧客喜好、競爭、經濟以及法例方面的重大變化的早期跡象加以討論，以預測未來機會與變革，此舉有助於更明確地訂定可行的發展計劃。

Sam's 採取短期並靈活的計劃周期以緊貼市場腳步，並制定年度計劃和每季檢討活動，以實際表現為基礎的檢討活動有助找出改善表現的方法。

客戶焦點

Sam's Tailor 屬於顧客導向的企業，致力於提供高質素、超值並細緻的服務。為提供一個溫馨的店內體驗，Sam's 充份運用其試身過程，以瞭解顧客與市場對其產品和服務的需求。此外，Sam's 還秉持「保證顧客滿意」的基本原則，並



leverages its fitting process to determine customer and market requirements for product offerings and services. In addition, there is a fundamental principle of “No customer shall go unsatisfied”. The company makes quick decision to handle customer dissatisfaction. This responsive and customizable service always converts unsatisfied customers into life-long clients.

On its product development, top management breaks out of old ways of tailoring suits and develops innovative designs. The company also tracks broader market requirements via multiple channels. Website, social media, and third party reviews play important roles in communicating with and collecting feedback from clients. The company extends personalized customer relationship with an online Customer Relationship Management system linked to a market automation system. Through this, the company forges strong emotional bonds with clients and good words-of-mouth.

Measurement, Analysis, and Knowledge Management

A lean and centralized single-site operation enables Sam’s Tailor to have a high degree of transparency and accountability on its organizational performance. The company uses order books as a key information system for customer relationship management and knowledge management. The filing system of order books ensures a high degree of information transparency among the workforce and collaborators. This also preserves data system quality, reliability and accuracy.

The company has management information frameworks with quality checklists to track the ongoing client servicing performance and operation performance. Top management takes a pragmatic step-by-step approach to tackle performance issues. Continual reassessment and improvements in daily business routines are instituted. An implementation plan is in place with weekly or monthly reviews to launch and reinforce the changes on work process amongst stakeholders. Knowledge and best practices are shared to workforce, partners, and suppliers.

Workforce Focus

Workforce shortage always imposes a big challenge to traditional industries, including tailoring. The Board is impressed by the good workforce retention in Sam’s Tailor. To relay the tailoring craftsmanship and experience to new staff, the company also develops a master-and-apprentice system. Instead of attracting teenagers to enter the profession,

對顧客的任何不滿迅速加以處理。即時及個人化的服務，能夠把原本不滿意的顧客變成長期忠實的客戶。

在產品研發上，公司高層打破傳統西裝製作方式並發展創新設計，同時透過各種管道追蹤大眾市場的需求。網站、社交媒體以及第三方評論皆在與顧客溝通和蒐集顧客意見上扮演重要角色。公司將個人化顧客關係連結至市場自動化系統的線上顧客關係管理系統相，並因而在與客戶建立好交情的同時亦建立企業口碑。

評估、分析和知識管理

集中式的單一店面營運，令 Sam’s Tailor 保持高透明度及更能掌握公司的表現。公司以訂單手冊作顧客關係管理和知識管理的資訊系統，訂單管理系統能確保員工與合作夥伴間，享有高透明度的資訊，同時亦能確保數據系統的品質、可靠性與準確度。

Sam’s 擁有管理資訊架構與品質檢驗清單，以持續追蹤顧客服務表現與營運表現。高級管理層務實地處理營運表現，並制定持續性評估和日常業務的改善。每周或每月檢討一次執行計劃可用來改變或強化持份者間的操作流程，知識和最佳表現案例亦會向員工、合作夥伴與廠商分享。

工作團隊焦點

人力短缺對傳統行業是一大挑戰，裁縫業亦不例外，評審委員對 Sam’s Tailor 的低員工流動率印象深刻。Sam’s 發展出一套師徒制度，以將訂製服裝的手藝與經驗傳承給新進員工。有別於吸引年輕人入行，Sam’s 則鎖定中年人士，為員工提供高薪、無退休年齡限制的工作機會。



Sam's Tailor targets on recruiting middle-aged people by offering a high-pay professional career without retirement-age restriction.

Family business has been renowned for its life-long personal relationship with the workforce. Sam's Tailor has also done very well on its workforce engagement. The top management takes care about the health and family issues of all the staff. This engenders inclusive and open communication, as well as establishes rapport with all levels of staff.

Operations Focus

Lean operation with centralized control enables Sam's Tailor to have good management on its work processes, product quality, and cycle time. Key quality control process is in place and that key indicators are identified and some check-points are shared amongst its stakeholders. The company has a clear work track order process to respective tailor. In coping with its business growth, the company also integrates outside contractors with its production operation to gear the business capability.

The company retains all of the good old things while at the same time runs the business in a new way. Rather than pursuing long accounts-payable days, Sam's Tailor pays off its suppliers at a fast rate. This creates a competitive advantage on supply chain management. The company can select high-quality suppliers and enjoy higher price discount. This in turn enhances its product offerings and profitability.

Results

Sam's Tailor is highly ranked as a Hong Kong shopping attraction. A high level of customer satisfaction result from TripAdvisor is recorded. Over 50% of customers are repeated customers. The company has achieved many accolades from business communities. On operation efficiency, products can be delivered within 24 hours upon client request. Sam's Tailor successfully retains its tailors for more than two decades. Impressive financial results in turnover, profit margin and pre-tax profits are evidence of its business success.

On the whole, the Board believes that Sam's Tailor can enlighten other family-owned SMEs in traditional industries on how they can improve their management and achieve family business succession.

家族企業一向以和員工維持終生關係著稱，Sam's 在這一點上也不例外。高級管理層照顧所有員工的健康與家庭生活，從而形成接納開放的溝通模式，並與各階層的員工建立密切的關係。

營運焦點

精密營運加上集中式管理，讓 Sam's Tailor 能充分掌握其操作流程、產品品質以及操作時間。實施關鍵品質管制流程、確認主要指標，並將某些指標提供予各持份者。Sam's 對個別裁縫師分別訂有清楚的追蹤訂單流程，同時整合外部承包商及其製作部門，以促進公司成長與業績實力。

Ssm's 保有所有優良傳統，同時又能以創新方式營運。Sam's 會在最短的時間內給廠商付款，而非延長應付賬款日期，如此增加了供應鏈管理上的競爭優勢，使公司一方面能選擇高品質的廠商並享有更多折扣，另一方面又能增加產品供應和利潤。

業績

Sam's Tailor 是香港知名的購物景點，在 TripAdvisor 上擁有高度的顧客滿意度，超過 50% 的顧客會一再光顧，並在業界亦頗負聲望。在營運效率方面，產品可於顧客下單後 24 小時內交貨。Sam's 的裁縫師更已在此行業服務超過了二十年。營業額、獲利和稅前利潤等財務表現亮眼，是山美裁縫成功的最有力證明。

總體而言，評審委員認為 Sam's Tailor 可作為其他家族式中小型傳統企業，一個改善管理與傳承家族企業的最佳典範。