



Report Summary

Provided by The Dairy Farm Company, Limited – Wellcome

Company Background

Wellcome is Hong Kong's longest established supermarket chain, having served the community for 72 years. Wellcome is owned by The Dairy Farm International Group, a pan-Asian retailer, which is part of the Jardine Matheson Group.

We operate 322 supermarkets in multiple formats ranging from mini- to superstores. In addition to the Wellcome mass market supermarket, we serve customers through our upscale store formats of Market Place by Jasons, Jasons Food and Living, ThreeSixty and Oliver's The Delicatessen.

We offer omni-channel shopping experience through Wellcome Delivers, MarketPlacebyJasons.com and Click & Collect services. Wellcome has also extended to Macau in 2015 with the acquisition of San Miu.

We offer greater value to customers through:

- Product range and quality
- Price, promotion and loyalty programme
- Service and shopping experience
- Convenient locations

Leadership

We live by our 6 Pioneers (6Ps) Guiding Principles, which embody our core values:

1. Consumers are our reason for being
2. Innovation drives our growth
3. Our people make us different

報告摘要

本報告摘要由牛奶有限公司 – 惠康提供

公司背景

惠康為怡和集團成員、牛奶公司國際集團屬下機構，紮根香港72年，是本港歷史最悠久的連鎖超市。

惠康經營322間格式及規模多樣化的超市，除了服務普羅大眾的惠康，我們更建立Market Place by Jasons、Jasons Food and Living、ThreeSixty及Oliver's The Delicatessen精品超市品牌，以滿足不同顧客群的生活要求。

惠康致力提供全方位購物體驗，透過2個網購平台及「網購店取」模式服務市民，更於2015年收購新苗超級市場，將服務伸延至澳門。

為向客戶提供更優質的服務，惠康特別重視以下各項：

- 產品種類與品質
- 價格、推廣及顧客忠誠計劃
- 服務及購物體驗
- 方便易達的分店網絡

領導才能

惠康貫徹執行六大經營方針，以體現公司的核心價值：

1. 以客為本：惠康的服務理念
2. 創新思維：讓惠康與時並進
3. 優秀人才：讓惠康在各方面優勝於對手

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4. Teamwork gives us our competitive advantage
5. Sustainable results reinforce everything we do
6. Integrity is at the heart of the way we do business

These form the basis of our actions and help us evaluate our performance.

A collaborative culture is crucial to achieving our goals. Our leadership team promotes this culture by living by the 6Ps, and reaching out to teams through various channels.

We nurture and retain talent. Several have risen to leadership roles. We are proud that almost two-thirds of Store Managers have progressed up from Sales Assistants.

As an ethical corporate citizen, we govern ourselves in strict compliance with the law and our Code of Conduct.

We promote societal wellbeing and give back to the community. We donate to food banks, support the elderly and children with special needs, and promote the three Rs (reduce, re-use, recycle). We have won 5 consecutive Gold Awards in “Hong Kong Awards for Environmental Excellence”.

Strategy

Every part of our strategy aims to continuously improve the Customer Journey.

We strive to be the leading supermarket in Hong Kong using a consumer-centric approach with short- and long-term plans.

We are mindful of our industry, which has faced rapid and disruptive changes along with severe economic challenges in recent years. We monitor performance and developments in our operating environment—while making tactical and nimble moves to stay true to our long-term Strategic Objectives.

Customers

Listening to customers is crucial to our goal of continuously improving our Customer's Journey.

We adopt a multi-channel approach to reach customers using direct/indirect channels. Our staff always seek customer feedback. This, along with insights from research and data analytics, allows us to know our customers intimately.

4. 團隊精神：讓惠康常具競爭力及優勢
5. 可持續發展：鞏固公司上下所取得的成果
6. 誠信：惠康經營業務的原則

惠康一向以此六大經營方針評估公司的表現。

要達到所定立的目標，衷誠合作乃至為重要。惠康的領導團隊致力以此六大經營方針促進互相合作的文化，並透過各種方式為各團隊提供支援。

惠康向來注重培育及保留人才，近年數位傑出員工已獲提升至領導層，更有近三分之二的分店經理從店務助理逐步晉升而來。

作為良心企業，惠康一直嚴格遵守法律及道德行為守則。

惠康一向熱心於回饋社會。我們與食物銀行合作推行食品捐贈，並支援長者及有特殊需要的兒童。惠康亦支持減廢、重用及回收的「3R」環保原則，並於「香港環保卓越獎」中連續5屆榮獲金獎。

策略

持續提升顧客體驗為惠康的經營策略。

我們本著以客為本的方針訂定短期及長期計劃，務求讓惠康成為香港具領導地位的超市。

近年，業界面臨嚴峻的經濟挑戰及迅速多變的零售模式發展。惠康無間歇地監察營運環境、業績和發展，適時地作出靈活適切安排，以達長期策略目標。

客戶

誠意聆聽顧客的意見，是不斷提升顧客體驗的箇中關鍵。

惠康透過多種直接或間接的渠道接觸客戶，並積極徵詢意見；再加上專業的研究及數據分析，讓我們深入了解顧客的要求。

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Our Customer Care team will go out of their way to resolve issues and ensure satisfaction. Our Marketing Team monitors our social platforms. Store and sales performance also provides insights on how to better serve customers.

Measurement, Analysis, and Knowledge Management

We measure our success by our customers' satisfaction. As our Strategic Objectives are designed to continuously improve the Customer Journey, it is important that we have a complete view of our performance against key performance indicators related to Strategic Objectives and Work Processes.

Our well-developed IT system helps us share information and knowledge. We increased IT investment by 30+% in the past 4 years—ensuring we always have one version of the truth that remains accessible. This helps us understand our customers and our business, and gives us the agility to manage contingencies and respond to emerging needs.

Workforce

We actively maintain a collaborative culture which is vital to happy staff and business excellence. To encourage behaviour that is in line with our values, our 6Ps Guiding Principles form the basis of performance reviews.

It is not easy to find talent suited for the retail industry. That is why we seek talent with a passion for retail and encourage internal mobility. When we grow our people, we ultimately grow our success.

We groom and up-skill our people as we seek to differentiate our range and services to improve customer satisfaction. We emphasises training and retaining full-time staff, and ensure they have the necessary skills for the present and the future.

Celebrating good results helps boost morale and team spirit. Examples include our various staff awards that recognise excellent performance.

We are proud that more than one-third of our dedicated teams have remained with us for ten years or more.

Operations

We act as a conduit to move products from suppliers to customers—with more than 300 stores, 30,000 SKUs from more than 50 countries, and up to 6,000 promotion items every week.

Our key work and support processes are designed to create a smooth and speedy product journey to better serve customers.

惠康的客戶服務團隊將竭盡全力解決顧客疑難；而市場部團隊則密切留意社交平台上的動態。此外，透過審視店舖及銷售業績，亦有助我們了解顧客及提升服務水平。

評估、分析和知識管理

惠康向來以顧客的滿意度衡量成績。我們的策略目標旨在不斷提升顧客的體驗，故必須就著與策略目標及工作流程相關的重要表現指標，以作全面的審視標準。

完善的資訊科技系統，有助惠康各團隊分享資料及知識。過去4年，惠康在資訊科技所投入的資源共提升了30%，確保於任何時候，我們都能透過系統獲得最新及準確的資料及數據。這不但有助了解顧客及業務，更讓我們能靈活調配以應對突發情況及新興需求。

工作團隊

惠康重視衷誠合作的文化，務求讓員工工作愉快，促進業務發展。我們亦以六大經營方針為本，評估員工的表現，以確保每人所行均能體現公司核心價值。

惠康著重招攬對零售業具熱誠的人才，並鼓勵內部晉升。惠康亦非常重視持續培訓及保留全職員工，讓他們能迎合當前和未來所需。我們相信優秀的團隊有助公司邁向成功。

為提高士氣及團隊精神，惠康積極表揚員工的優秀表現，並設立各種員工獎，以示感謝及認同。

在惠康，超過三分之一的員工服務年期長達十年或以上，實在讓人感到欣喜。

營運

惠康作為顧客與產品供應商的主要橋樑—我們每周透過逾300間分店，提供來自超過50個國家的30,000件貨品，以及多達6,000款促銷貨品。

所有主要工作及支援的流程設計，旨在創造迅捷無阻的產品流程，為顧客提供最佳服務。

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Our process design ensures that key customer concerns, regulatory and food safety requirements and inventory management needs are efficiently met. In the past 6 years, we have renovated on average over 2 stores a month, thanks to teams that can handle 40-50 major projects a year.

Results

The result that counts the most is our customers' satisfaction.

Ipsos U&A surveys show that we are exceeding customer expectations. For 5 consecutive years, we have led top-of-mind awareness in Ipsos's "Hong Kong's Most Liked Supermarket" research.

We have been growing our network for the past 10 years. Our strategy of sustainable growth has enabled us to weather challenging times better than other market players; we grew in 2015 and 2016 while others experienced a drop in store counts.

By earning our customers' trust and building a sustainable business, Wellcome has become the largest supermarket network in Hong Kong.

Some of our ongoing achievements include:

- Over 3,500 new items added to our range yearly
- Food-related complaints dropped to under 1 in a million transactions, thanks to stringent monitoring and training
- Increased Store Equity Index for 3 consecutive years, while key market player dropped in 2016
- Wellcome Cares Team carries out over 700 hours of community service per year—benefitting many underprivileged in our community

而當中的工作流程，則用以確保惠康能有效率地滿足顧客所需，同時符合法規、食品安全及庫存管理等的要求。過去6年，惠康平均每月翻新2間分店；這全賴每年可處理40至50個重大項目的高效率團隊的努力付出。

業績

顧客的滿意度，是惠康最重視的成績。

Ipsos U&A的調查顯示，惠康的服務超於顧客期望，更連續5年成為「香港人最喜愛超級市場」的首位。

過去10年，惠康不斷擴展服務網絡。憑著可持續增長的策略，惠康比其他市場參與者更能成功應對挑戰時刻—於2015年及2016年，惠康的分店數目均有增長；相反，其他市場參與者則錄得下降。

憑著顧客的信賴，以及可持續發展的業務，惠康已成為香港規模最大的超市網絡。

此外，惠康更獲得以下卓越成就：

- 每年新增超過3500件貨品
- 全憑嚴密的監察及培訓，與食品相關的投訴數字已減低至每一百萬次交易少於一宗
- 品牌資產系數連續3年上升；相反，主要市場參與者卻於2016年錄得下跌
- 惠康愛心義工隊每年服務社區超過700小時，惠及不同有需要人士