

Special Award for Small Enterprises and Start-ups – HK DECOMAN TECHNOLOGY Limited

小型企業及初創企業特別獎 – 裝修佬科技有限公司



一站式網上裝修平台

Report Summary

Provided by HK DECOMAN TECHNOLOGY Limited

Company Background

Established in 2015, HK Decoman is now taking up 80% of online traffic among all renovation platforms. We make renovation easy by creating a one-stop online ecosystem that satisfies house owners' all renovation needs, bringing values of digitalization to the traditional industry which include standardization, automation, transparency & convenience.

Our scalability comes from our technological advantage over competitors and our proven go-to-market strategy. With 95% of online renovation market unexplored, HK Decoman is facing huge potential of growth possibilities.

Leadership

As a startup & positioning as market leader, value & culture are much more important to us than revenue. One of the values we uphold at HK Decoman is ownership. Every staff member has projects they own and are expected to spend 20% of time on long term projects that brings sustainable impact to the company. Everyone is a leader. No one just executes.

We disrupt the industry not only through business, we also take leadership role in the community. During the pandemic, we leveraged our renovation expertise & matching system and led a HK-wide free pipe inspection project that benefited over 100 buildings in fear within six weeks, leading to over 80 media coverage & a self-help website on pipe checking. Our effort in serving the community is recognized by the Grand Caring Award of the SME Group by Industry Cares Recognition Scheme 2020, the Federation of Hong Kong Industries (only one awardee in Hong Kong).

報告摘要

本報告摘要由裝修佬科技有限公司提供

公司背景

裝修佬科技有限公司成立於2015年，目前佔據市場八成的線上流量。我們通過打造能滿足業主所有裝修需求的一站式在線生態系統，將標準化、自動化、透明化和便利化等的價值帶入傳統行業。

相對於競爭對手，我們的可擴展性來自於技術優勢以及經實證成功的市場進入戰略。由於九成半的線上裝修市場尚未開發，裝修佬面臨著巨大的增長潛力。

領導才能

對我們來說，價值和企業文化比收入重要得多。裝修佬其中一項強調的價值是擁有權。每位員工都擁有自己的項目，並會將兩成時間花在能為公司帶來可持續影響的長期項目上。在裝修佬，每個人都是領導者，沒有人只在執行。

我們不僅通過自身業務為行業帶來改變，我們還在社區中發揮領導作用。疫情期間，我們利用專業的裝修知識和配對系統，在六週內為百多棟當時有疫情風險的Y2型大廈進行免費隔氣及排氣管檢查。這個全港性服務為公司帶來了八十多篇媒體報導，亦為公眾建立了喉管自助檢查知識網站。我們的行動獲得了香港工業總會2020「工業獻愛心」表揚計劃中，中小企組的「至尊關懷大獎」（全港唯一獲獎企業）。

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Strategy

We achieved online traffic dominance within a year of foundation without paid ads. Our proven go-to-market strategy enables us to scale when we expand our business to other countries.

The O2O presence of our three business units is a hotbed of synergy, which is the gist of our ecosystem. For instance, when competitors have to pay for exposure, we charge brands for their exposure through our platform; statistics also show that our competitors get majority of their leads through paid ads, we get most of ours organically. Our emphasis on infrastructure and synergy helped us double our revenue during pandemic period when paid ads performance dropped.

Our overall strategies and KPIs are planned annually with quarterly adjustment. Internally, each business units organizes a CEO lunch to ensure alignment between senior management and frontline staff. Externally, our active participation in regional startup events keeps us up to date with the latest market trend and business ecology of SE Asia which helps us explore M&A opportunities for non-linear growth.



HK Decoman has been the Official Renovation Platform of In-Home Expo For Three Consecutive Years.

裝修佬已連續三年作為香港家居博覽的大會指定裝修平台。

Customers

Renovation customers come from a very wide spectrum and the supply chain is long and complicated. We continually study and understand our customers' behaviors and engage different customer segments with multiple interface to maximize engagement.

To serve customers looking for renovation companies, we distilled knowledge on our customers from different business units, and crafted a self-learning smart-matching technology which ensures customers' hidden needs being met.

策略

在沒有付費廣告的情況下，我們在開業一年內實現了線上流量的優勢，證明了我們市場進入策略的成功，我們亦即將以同樣方式將業務擴展至其他東南亞國家。

我們三個業務部門的O2O營銷模式是協同效應的溫床，而這亦是我們生態系統的要旨。例如，當競爭對手必須為流量付費時，我們則向品牌收取在我們平台放置訊息的費用（兼獲收入、流量和內容）；統計資料亦顯示，我們的競爭對手透過付費廣告獲取大部分潛在客戶，而我們則透過有機方式去獲取大部分潛在客戶。我們對基礎和協同作用的重視助我們在艱難的疫情年度，收入增長近一倍，反觀競爭對手則因過份倚賴廣告而需面對疫情期間付費廣告表現下降的挑戰。

我們每年都會規劃整體策略和關鍵績效指標（KPI），並於每季度進行一次調整。在內部，每個業務部門都會組織CEO午餐，以確保高級管理人員和前線員工之間保持一致。在外部，我們積極參與區域性創業活動，讓我們及時了解東南亞的最新市場趨勢和商業生態，這有助於我們探索非線性增長的併購機會。

客戶

裝修客戶的範圍很廣，供應鏈又長又複雜。我們不斷研究和了解客戶的行為，並通過多種界面吸引不同的客戶群，以最大限度地提高參與度。

為滿足尋找裝修公司的客戶的需要，我們從不同業務部門的客戶中獲取知識，打造自學智能配對技術，確保滿足客戶的隱性需求。

配對系統將戶主複雜抽象的需求轉化為一組參數，通過自學演算法、訪談及過往記錄設置的公司標籤，配對合適的公司。與東南亞大多數線上平台比較，他們大多是通過銷售專業知識手動配對或使用非常簡單的「標籤到標籤」配對機制進行配對，我們精密的方法可以處理數百個參數和標籤並且可輕易察覺戶主的隱性需求。

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The matching system translate complicated and abstract needs from homeowners into a set of parameters which is used for matching with the company tags set by interviews and track records through a self-learning algorithm. Comparing with most online platforms in SE Asia who does matching either manually through sales expertise, or by using very simple “tag-to-tag” matching mechanism, our sophisticated method takes care of hundreds of parameters and tags and elicits implicit needs.

Measurement, Analysis, and Knowledge Management

At HK Decoman, we have been doubling our business size annually since our foundation and we adhere to a set of KPIs leading to high growth & high performance. Our staff appraisals cleared listed 8 competencies and the respective criteria of pass and promotion.

We continually create standard operating procedures in order to ensure consistency and fairness among partner clients/ corporate members. Functions fall behind pre-set KPI will be analyzed and improved with priority.

Daily reports are sent out from each BU to let all staff know the progress of company. Weekly reports are prepared by each staff member and BU heads to keep track of long-term & short-term deliverables.

Workforce

We guard our culture with a stringent probation policy. Only about 50% of new comers passed their probation successfully. Supervisor of staff newly on board has to pitch to other management on how the new hire has assimilated to our culture and brought positive impact to other colleagues during probation, in order to get enough votes for passing probation period. All votes must come with good reason.

We treat every employee as unique and make sure they have a career vision working here. Our editor interviews every staff in turn and produce articles showcasing their mottos and characters. We also stick their self-selected mottos on office wall as our “feature wall” to remind each other our goals and vision. This promotes our positive culture both internally and externally and enhance employee trust and satisfaction to company.

Operations

Our smart matching system revolutionizes the mainstream “sales recommendation” model which not only incurs high labor and turnover costs, but also creates high risk exposure of over-promise, commission or benefits rebate that ruins company culture and values. Through such system, intelligence and input from customer and renovation projects are collected, digested and accumulated, making it a learning operation.

評估、分析和知識管理

裝修佬自成立以來，業務規模每年都增長一倍，我們堅持實行一系列的 KPI，以實現高增長和好表現。我們的員工評核通過八項能力以及相應準則去判斷晉升標準。

我們不斷制定標準操作程序，以確保合作夥伴客戶及公司成員之間的一致性和公平性。落後於預先設定的 KPI 的工作將被優先分析和改進。

各部門每日會發出報告，讓全體員工了解公司的進展情況。每週報告由每位員工及和部門負責人準備，以確保長期和短期都可以交付成果。

工作團隊

我們通過嚴格的試用期政策來保護公司文化，大約只有五成的新人能成功通過試用期。新入職員工的主管必須向其他管理層介紹新員工在試用期間如何融入公司文化並為其他同事帶來積極影響，以便獲得足夠的選票通過試用期。所有投票都必須具備充分理由。

我們對待每一位員工都是獨一無二的，並確保他們在這裏工作時都有職業願景。我們的編輯輪流採訪員工，並編寫文章展示他們的座右銘和性格。我們還將員工自選的座右銘貼在辦公室牆上作為我們的「特色牆」，以提醒彼此我們的目標和願景。在內部和外部，這都對我們積極的文化帶來正面的影響，並增強了員工對公司的信任和滿意度。

營運

我們的智能配對系統徹底改變了主流的「銷售推薦」模式，原有的模式不僅會產生高昂的人力和營運成本，而且還會造成過度承諾、回佣或人情推薦等破壞公司系統文化和價值觀的風險問題。通過智能配對系統，我們收集、消化和積累客戶和裝修項目的資料，透過不斷運行自我學習優化。

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Our eCommerce system won the 2019 Hong Kong Awards for Industries: Smart Productivity Award by Hong Kong Productivity Council and the 2020 Smart Retailing Award (the Industry Impact Award) by the Hong Kong Retail Management Association in 2020, which credited our automated inventory system that reduce tremendous labor cost and errors.

Results

We are proud to present our growth in 2020 both in terms of numbers & awards we achieved.

- The revenue of the Academy BU doubled in previous year as we combat COVID with a hybrid learning mode (partial eLearning which doubled our class capacity).
- Notable increase in number of leads for Projects BU, with number of enquiries increased by 86% from Q4 2019 to Q4 2020, while the total project size increased 67%.
- Mall BU recorded 16 renowned paying brand partners in 2020 including Towngas, American Standard, Grohe, Nippon, continue to differentiate us from competitors.
- Online Traffic – we led competitors with 20X of monthly visits and the number of users per month visiting our main site rose by 25% from Q4 2019 to Q4 2020.
- Media partnership – we recorded 20 B2B interviews and 48 B2C interviews in 2020, featuring our projects, awards, and stories, with over 300 content partnership media exposure of our renovation articles per year in different media.
- Award—we are awarded the Gold Award of the Hong Kong ICT Awards (SME) 2019 – the highest honor of IT industry, by the Office of the Government Chief Information Officer–The HKSARG.



Mottos of staff are displayed as feature wall to reinforce our goals & pride, cultivating positive working culture.
員工的座右銘成為公司的特色牆，建立正面的工作及成長氛圍。

我們的電子商務系統榮獲香港生產力促進局頒發的2019香港工商業獎：睿智生產力和香港零售管理協會頒發的2020年智能零售獎（行業影響力獎），這歸功於我們的自動化庫存系統，大大減低勞動力成本和潛在的錯誤。

業績

我們很自豪地分享我們在2020年於各方面上取得的增長。

- 由於我們採用混合學習模式，網上學習令我們的課程增加了一倍，有效地減低新型冠狀病毒帶來的影響，因此裝修學院的收入在一年內增加了一倍。
- 工程部的潛在客戶數量顯著增加，查詢數量從2019年第四季度到2020年第四季度增長了86%，而裝修項目總規模增長了67%。
- 電子商務部門於2020年錄得16個知名品牌的付費合作夥伴，包括香港中華煤氣有限公司、American Standard、Grohe、立邦等等，繼續擴大我們在行業中的領先優勢。
- 線上流量：我們以二十倍的月瀏覽量領先於競爭對手，從2019年第四季度到2020年第四季度，每月瀏覽我們主要網站的用戶數量增長了25%。
- 媒體合作：我們在2020年錄製了20次B2B採訪和48次B2C採訪，當中展示了我們的裝修項目、獎項和故事，每年更有超過300次的媒體轉載我們裝修有關的文章。
- 獎項：在2019年，裝修佬獲得了由政府資訊科技總監辦公室頒發的資訊科技界最高榮譽 — 香港資訊科技獎2019（中小企組）金獎。