

HKHA World Conference 2017

Symposium 11 - Great things always begin from “Inside” by Joseph CC Wong

Staff engagement and teamwork are indispensable factors to service improvement. These factors also contribute to organisational and individual performance, productivity and well-being. A workplace focused on “more, bigger, faster” can make you feel less engaged, less creative and less thoughtful. How can we stay positive and prevent these unfavorable factors from impacting the workplace? And how can we nurture and inspire teamwork, staff engagement and service improvement?

Organizations must create a space where people feel important and, consequently, where they can help their “customers” feel important. Imagine staff who are self-motivated and inspired to produce long-term sustainable growth for both themselves and the business. Building positive relationships with staff are important in long run.

Instead of using management jargon, the speaker is going to share how his simple philosophy on “Art” of management can help improving staff engagement and teamwork, so as to achieve service improvement and long-term sustainable results.

Great things always begin from “Inside”.

A case study on Optical 88 will be shared at this symposium. This session will be conducted in Cantonese, supplemented with English terms.



**GREAT THINGS ALWAYS
BEGIN FROM INSIDE**

以人為本·由心出發

STELUX



- 說是棄用冗贅的管理專業術語，何以先來幾個的管理術語 (terms) ？

其實何謂 Staff Engagement , Teamwork 和 Service Improvement , 相信大家都知道。

- 企業發展最令人頭痛的項目是什麼？是資金？「錢解決到的問題便不是問題」！那麼什麼因素最有可能阻礙企業發展？成為 Service Improvement 的絆腳石？正正就是人力資源！這亦更是 Staff Engagement 與 Teamwork 是關鍵驅動力！
- 題目「**以人為本 由心出發**」是回歸到企業發展問題的根源。在此將以 Optical 88 的執行了廿多年的特許經營個案作例子跟大家分享。



- 因為只有**以人為本**的公司和機構，領袖才會由心出發去加強員工的歸屬感和使命感，提升員工的心理質素，從而加強團隊的積極性，一起發揮合作精神，實現更高更佳的成效 (Great Things)。
- 在我而言，管理的藝術 (ART of Management) 就是由心出發的管理 (Managing from the HEART)

Managing from the HEART

- The BEST way to conduct business



ART of Management = Managing from the HEART

Happy Workplace：愉快的工作環境/快樂工作指數

Excellence：卓越工作成績/成效

Attitude：要有正面的工作態度/處事態度

Responsibility：要有責任心/肯承擔責任

Trust：要互相信任

- 由心出發是最好的管理及經營方法。

只要有使命感、凡事從心出發，世上無難事只怕有心人，日子有功，慢慢地無論作為領袖或員工，也可會贏得尊重和信任。

- 由心出發不是新鮮事的。若在領導、管理和服務層面，皆做到**以人為本、由心出發管理，人同此心，心同此理，便能小事成就大事。**



CASE STUDY

Optical 88 Franchise Model

分享 Optical 88 特許經營商模式 Franchise Model 經驗

About Optical 88 - A Guarantee of Quality

- Established in 1988 and under Stelux Group
- Hong Kong's largest eye care and eyewear company
- With over 210 shops across Asia
- Provide professional eye care consultation
- Offers a broad and diverse choice of eyewear products from international brands around the world



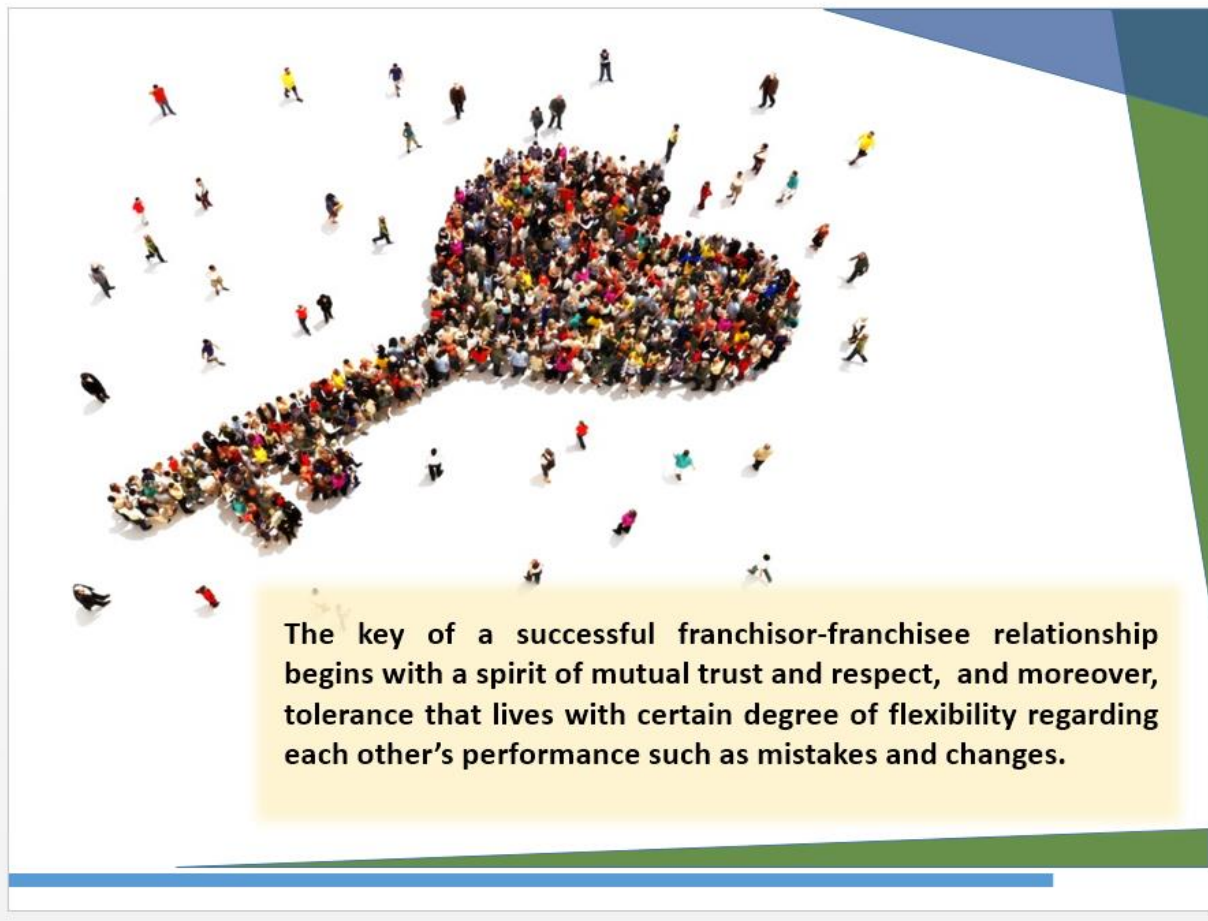
- 眼鏡 88 於 1988 年成立，為寶光集團旗下成員，至今為香港最大的專業眼鏡零售店；現時分店已遍佈中國及東南亞地區，包括澳門、新加坡、泰國及馬來西亞等地，總數超過 200 多間。
- 眼鏡 88 致力提供以客為先的優質服務，不但獲得顧客的一致讚賞和擁戴，更於業內確立領導性地位。代理多個國際品牌，選擇多元化，且設計新穎時尚、品質優良可靠，深受顧客歡迎。

Optical 88 Franchise System

- Launched in 1996
- Retain outstanding and high performing staff
- Take and escalate staff to the next level
- Emphasize succession management and planning



- Franchise System (特許經營模式)
- 眼鏡 88 由 1996 年開始推出特許經營模式，但有別于一般市場上的概念，完全建基於人材的培訓及挽留優秀的員工！
- 栽培自身員工去成為新一代特許經營者，為他們在事業發展上，創出一條獨特晉升路。

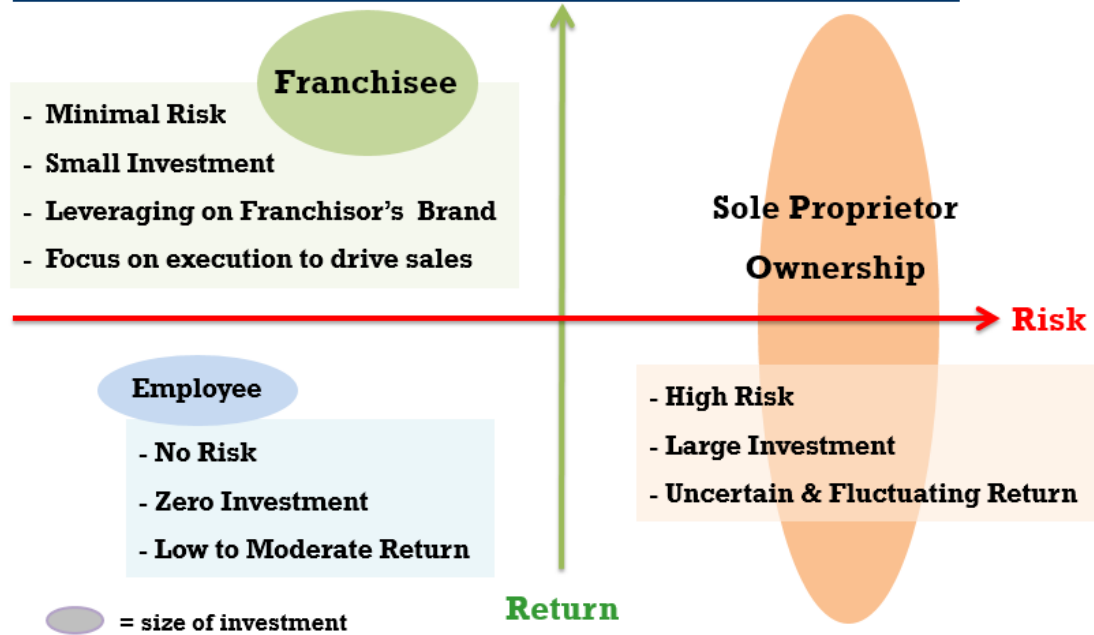


The key of a successful franchisor-franchisee relationship begins with a spirit of mutual trust and respect, and moreover, tolerance that lives with certain degree of flexibility regarding each other's performance such as mistakes and changes.

- 互相信任、尊重及包容的是特許經營商/特許經營者 (franchisor-franchisee) 成功伙伴關係中的鑰匙。
- 大家必須包容彼此的表現 (包括錯誤及轉變)，待人處事也要靈活及有協調性，正正就是要 “由心出發” 管理，“以人為本” 經營。

The Franchise System

Risk vs Return Matrix



➤ 風險與回報

Optical 88 Franchise Mechanism

FRANCHISEE

Execution Excellence

Franchisee's Share

Less - Operating Expenses
- Trademark Royalty

= Franchisee's
Profit



Minimize Risk
Maximize Profit
Knowledge Sharing

FRANCHISOR

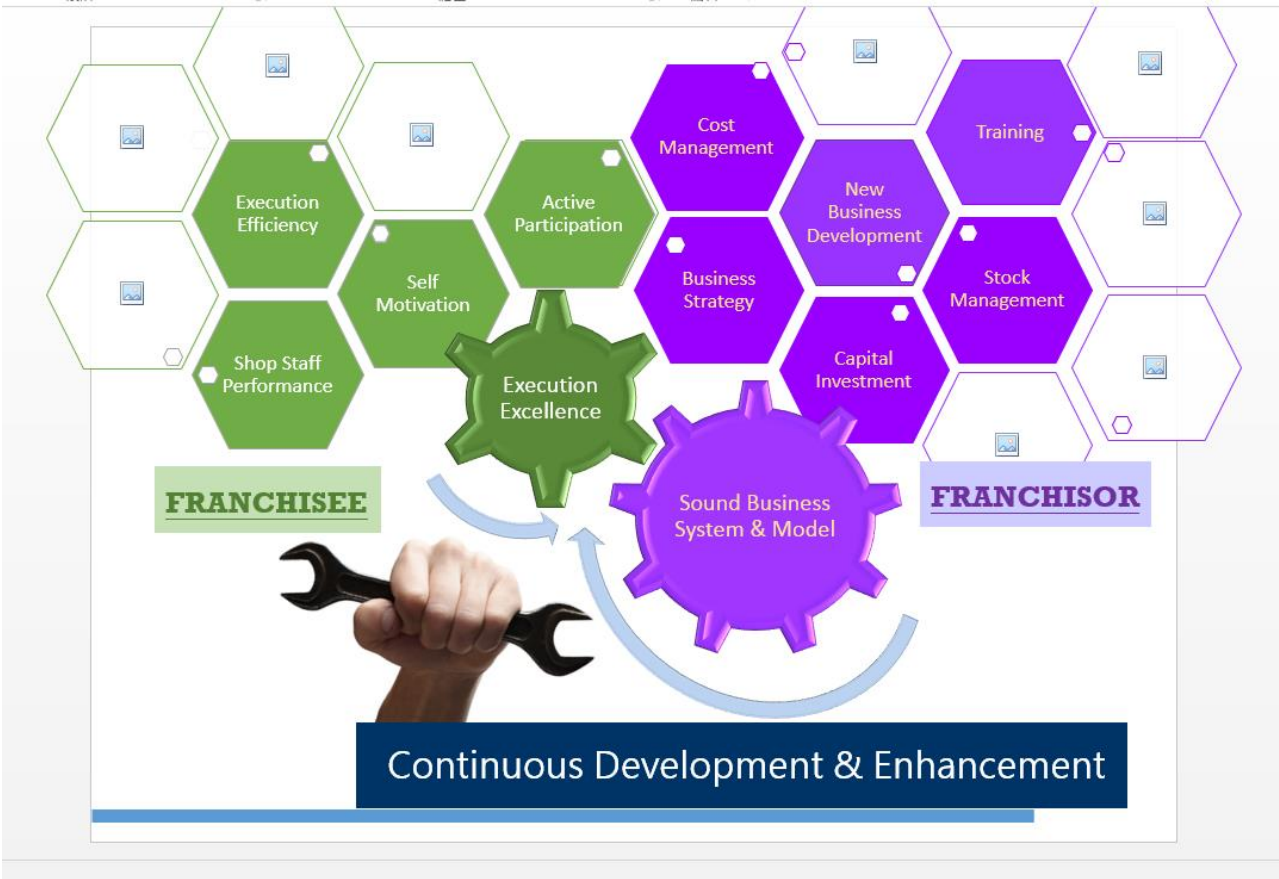
Sound Business Model
& System

Franchisor's Share

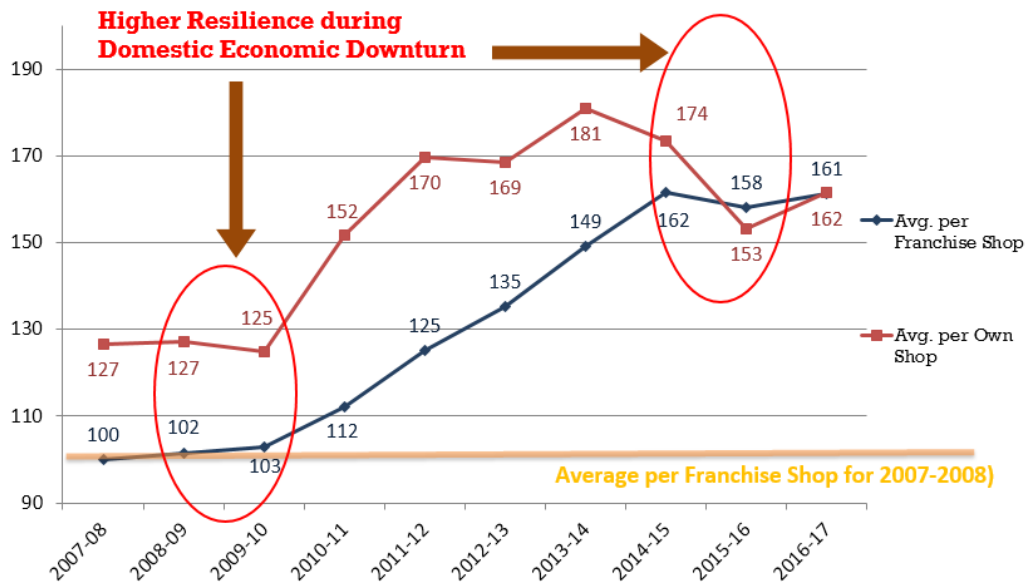
Less - Overhead Expenses
- Rent

= Franchisor's
Profit

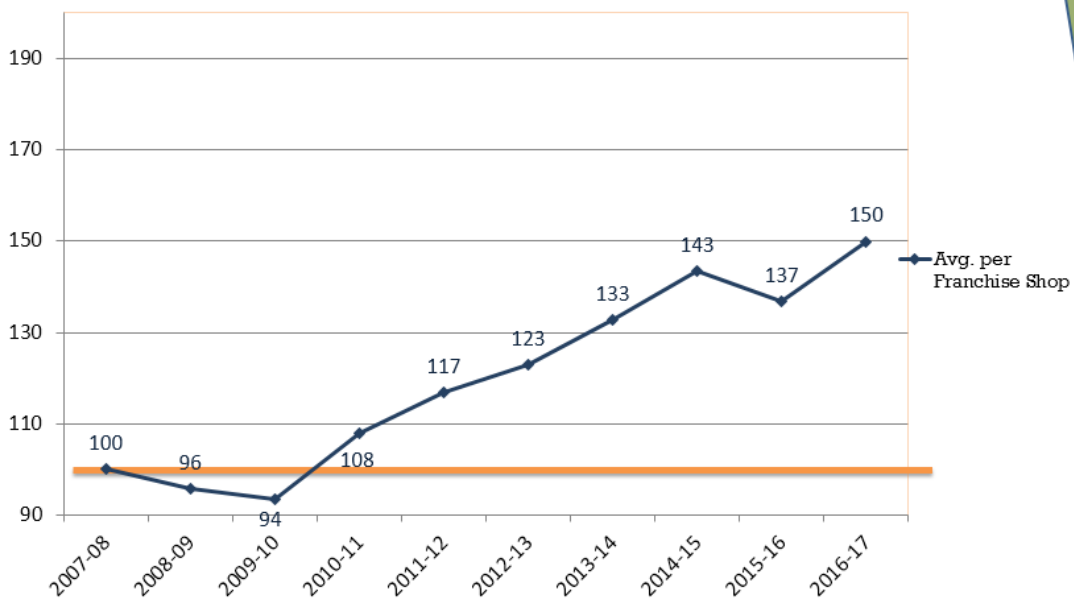
- 每間特許經營店必先須有一個視光師作為夥伴，他們可選擇以合作或個人方式經營
- 無須擔心風險，只負責自己及店員的薪金，且能享受生意的升幅及得益於銷售毛利的增長，而公司會以一套科學的計算方法去計算特許經營店的盈利。
- 一般要成為特許經營者，必先為公司內部員工。經過面試甄選評核後，可以選擇公司提供的幾間店鋪之其一，作為事業的開始！
- 一切只要配合公司的營運策略，免除了處理店鋪瑣務，最重要是無須擔心存貨問題！



Sales Index Own Shop Vs Franchise Shop

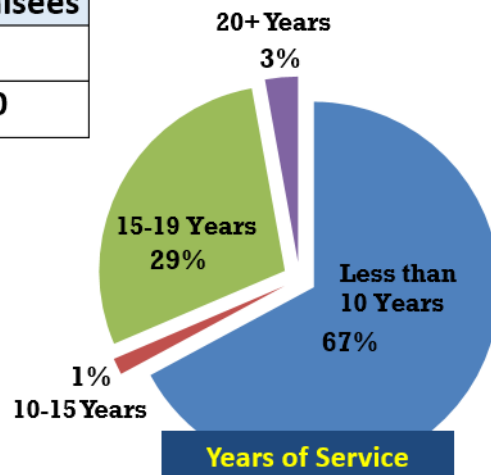


Individual Franchisee's Profit Index (Per Shop)



The Franchise System Long-Term Sustainable Partnership

	No. of Franchisees
Year of Launch (1996)	3
To date (2017)	70



- 長久的伙伴關係 Long-Term Relationship
- 不斷成長與發展 Growth & Development
- 持續發展與改進 Continuous Development & Enhancement
- 享受互利雙贏成果 Mutual Benefits
- 傳承 Succession



以人為本·由心出發 ... 正跟醫管局的 Logo / 理念同出一徹。

Managing & Leading from the HEART



Working from the HEART



Managing from the HEART & Working from the HEART 管理層與員工-上下一心 由心出發

經營商真實個案分享：

- I. 太和商場暨石籬商場特許經營者：『感動傳承，薪火相傳』
- II. 沙田廣場暨又一城分店特許經營者：『千里馬遇上伯樂，開拓不一樣的事業新里程』

If an egg is broken by outside force, life ends.
If broken by inside force, life begins.
GREAT THINGS ALWAYS BEGIN FROM INSIDE.

雞蛋，從外打破是食物，從內打破是生命。
人生亦是，從外打破是壓力，從內打破是成長。



– JIM KWIK, LEARNING EXPERT

- 如果等待別人從外打破你，那麼你要註定成為別人的食物；
- 如果能讓自己從內打破，那麼你會發現自己的成長，會如鷹蛻變重生，重新展翅高騰！
- 在工作上，我們重視的是「成長」，不是「成功」。

因為「成功」只是過眼雲煙，然而「成長」卻能終身受用不盡。



- 以人為本 由心出發
- **Managing** from the HEART ... **Leading** from the HEART and **Working** from the HEART · 從而取得互利雙贏的成果 (Great Things) 。

GREAT THINGS ALWAYS BEGIN FROM INSIDE!