

方娟：一表一世界

Jane Fountain: Cultural Connoisseur of Fine Watches

文 / 雷娜 By Lei Na

2013年春天,在世界钟表业盛会巴塞尔展(BASELWORLD)上,一位中国女性的身影格外引人注目,她就是亨吉利世界名表中心董事总经理方娟(EMBA 2007)女士。她妆容精致,交友广阔,言谈举止之间尽显人情练达。当她以流利英语接受外国媒体采访时,观者心中不禁生出一丝好奇,因为眼前这位优雅女子,虽然她醉心于瑞士的优美风光和钟表文明,却有着令人难忘的中国气质。

“前几天,亨吉利在北京组织了一场活动,我带来了一些世界名表的杰出作品,与中欧同学们一起分享品牌背后的文化。”方娟说她的个性中有一份旧式的矜持,会担心生意来往影响了同窗情谊。而在采访中,她讲述最多的还是如何将一群青涩的年轻人培养成优秀的奢侈品行业服务者,如何将亨吉利打造成连接东西方文化的桥梁。

亨吉利沈阳·1928店

在亨吉利世界名表中心遍布中国的250多家连锁店中,最引人瞩目的是亨吉利沈阳·1928店。这家钟表旗舰店以始建于1928年的不可移动文物“原满洲中央银行千代田大楼”为依托,在保留大厦原有风貌的基础上翻修而成,总营业面积达3200平方米,内设五大功能区域,分别为销售区、展示区、技术服务区、VIP室和钟表博物馆。

“当我们买下这幢大楼时,楼内近乎废墟,但我对欧米茄中国区的总裁说,我要在这里建世界上最好的钟表店。”方娟回忆起当时的开店情景,“这幢大楼承载着张学良将军与赵四小姐的故事。三楼原本是舞池,如今被我们开辟为钟表博物馆。我想,这是世界上唯一拥有博物馆的钟表店。”

亨吉利沈阳·1928店的风格是“现代中显经典,朴素里透奢华”。店内装饰典雅,意境如诗,屏风、窗帘、灯光、书架,直到门把手,无不经过精心设计。“我想将这里当做亨吉利的Dream House。许多世界名表最初的工厂都是在家中,北欧气候寒冷,常年冰天雪地,人们便靠在家中制作钟表打发时日。我想在中国也建一个钟表之家,它美轮美奂,历久弥新,无论对于员工还是顾客来说,都是一个完美而诗意的家园。”





When we bought this building, it was completely abandoned. But I told the President of Omega China that I would open the world's best watch shop here."

西艺·东韵

“西艺·东韵”展览起初是亨吉利西安豪门店十周年店庆主题活动,因为反响热烈,便一直延续下来,成为亨吉利品牌推广的保留活动。对于这个名字,方娟解释道:“西方的钟表技艺是对机械之美的极致追求,几百个零件在方寸之间集结运作,体现了一种庄严的秩序;而东方文化是一种内在的韵味,它蕴藏在五千年的历史长河中,需要我们用心将它表达出来。”

“西艺·东韵”每年都会汇集众多世界顶级、知名腕表品牌,选择特定的主题,以新颖的视觉形式呈现出来。今年的主题是“流动的时间博物馆”,展览中设置了一个名为“时光流沙”的装置,通过隐蔽的循环驱动设备吸收和释放细沙。四股细沙由天顶倾注鼎中,待到鼎内积沙盈满,又经由管道循环至天顶的容器内,再从细孔漏下,在光影之中营造出静谧的禅意。亨吉利希望以这种最为简单和直观的方式,传达出东方人的时间哲学。

学习型企业

“我最痛苦和最快乐的经历,都是和我的员工们在一起。”方娟说。与西方不同,很多中国年轻人在成长过程中对腕表文化都缺乏了解,当他们踏入亨吉利之后,最为迫切的任务便是学习。为此,亨吉利对员工进行了大量的培训,每年每位员工都有100多个小时的培训时间。购物环境的审美,腕表文化的传播,以及对于顾客细微情绪的体察,这些都是培训的内容。

方娟对自己的员工心怀感激,她珍视他们为企业奉献的纯真和青春。事实上,她关心身边的每一个人,无论是富商巨贾还是寻常百姓,“在我的企业中,如果有人对清洁工态度不好我会很生气。因为我们经营企业,不只是为了赚钱,更重要的是培养人,要塑造一批阳光、善良、踏实、进取的人,这才是我生命的意义——给予、分享、创造和爱。”

下文是方娟女士接受《TheLINK》杂志独家专访:

《TheLINK》: 在今年的巴塞爾展上,您作为中国代理商的代表,接受了瑞士国家电视台(SRF)、《巴塞爾每日新闻》、BBC等国际知名媒体的采访,请问这是亨吉利第几次参加巴塞爾展,参与此次盛会对于亨吉利开展国内业务有哪些益处?

我们第一次参加巴塞爾展是在1999年,从那以后每年都会参加。这是一个很好的平台,汇聚了来自全球各地的腕表品牌及业内人士,大家都来到这里发布新品。我们可以通过这个平台与世界腕表品牌增进联系,根据国内市场的需求为顾客订购腕表,还能够将钟表行业的最新潮流、资讯及时传递给中国顾客,更好地为顾客服务。

Her impeccable style, fluent English, and commitment to showcasing Chinese culture on a global stage helped Jane Fountain (EMBA 2007), Director and General Manager of Harmony Watch, stand out last Spring among the exhibitors from almost 1,500 companies that attended the 2013 BASELWORLD World Watch and Jewellery Show in Basel, Switzerland. It's the sector's most prestigious annual trade show.

Harmony distributes high-end watches from its more than 250 retail outlets across China. Its flagship store, located in Shenyang's historic Chiyoda Tower building which once served as the headquarters for the Manchurian Central Bank, is simply called Shenyang 1928. "When we bought this building, it was completely abandoned," recalls Ms Fountain. "But I told the President of Omega China that I would open the world's best watch shop here." The building has a colourful history. "It was the site for romantic encounters between General Zhang Xueliang and Miss Zhao Si (well-known lovers from the China-Japan war era)," she explains. "Back then, the third floor was a dance hall; now we are using it as a watch museum."

When renovating the building, Harmony was careful to keep its original architectural features intact. Its 3,200 square metres of commercial space has been divided into five zones. In addition to the museum, these include the sales floor, an exhibition space, a technician's room, service centre and VIP room. The flagship store's elegant interior design reflects a theme of "Classical Modernity, Luxurious Simplicity", and every feature has been carefully thought through, down to the door knobs. No detail has been left to chance.

"I've built this place into a Dream House for Harmony," Ms Fountain explains. "Many world renowned watch brands began in small family workshops. I want to build a beautiful home for watches in China that will be enjoyed by both employees and customers. It is a perfect and poetic home."

Geared for Learning

Fully aware that many young Chinese do not understand the history and culture of fine watches, Harmony provides each employee with more than 100 hours of training every year. The topics covered include the importance of aesthetics in the shopping environment, the development of a fine watch culture, and understanding how to read a customer's responses and mood.

Ms Fountain appreciates the efforts made by every Harmony employee and their dedication to the company. She looks out for everyone's well-being. "In my company, I would get angry at anyone that treats sanitation workers badly," she says. "Our company doesn't just operate for the sake of profit; more importantly, we also want to cultivate people who are happy, compassionate, down-to-earth, and inspired. This is the meaning of my life; to give, share, create, and love."

TheLINK: You were interviewed in 2013 by renowned international media such as SRF, BASEL Daily News and BBC about your perspective on being a Chinese company at BASELWORLD. How many times has Harmony participated at BASELWORLD and how does the event benefit the company's domestic business?

Jane Fountain: Harmony first attended BASELWORLD in 1999 and has participated every year since. BASELWORLD is an important platform for us to network with other watch companies, as we can order their merchandise for our customers depending on the changing demands of the market. It also allows us to get first-hand information about the latest trends in the watch industry so that we can quickly provide our customers with the latest styles.



《TheLINK》:听说亨吉利最新的广告语“Get a watch, get a world”出自您的手笔,请问灵感从何而来?

那是缘于有一次我看到了一枚腕表,它的美让我沉醉,像海洋、星空、雪花……我忽然觉得,如果我拥有了它,我就拥有了一个世界,于是便想到了这句广告语。很多腕表都是极致的艺术品,它们的设计、取材、结构、手工都达到了登峰造极的地步。不同的作品能够带给我不同的感受,一枚腕表可以是一种力量、一份心情、一段记忆。有时候我觉得腕表是有生命的,它是我的知己、我的伴侣。

《TheLINK》:从配以古诗的产品手册到“西艺·东韵”主题巡展,亨吉利在保护传统和弘扬中国文化方面非常用心,请问这是出于对于市场潮流的洞察,还是企业本身的文化追求?

我们希望通过这些活动和安排,将西方的钟表技艺带到中国,也将中国的人文、哲学、艺术与西方进行对话。因为这种交流能使双方产生共鸣、互相欣赏,有利于合作的深入开展。在中西文化交融的环境中品味艺术、传播文化,而不仅仅是经商,应该说是亨吉利与同行的差异所在。这源于我们对于钟表艺术内在价值的重视和兴趣,并没有太多考虑当下潮流。

《TheLINK》:您在营销和管理理论创新方面颇有建树,提出了“三层营销”理论,以及Key=BSC²的概念,能否向我们具体介绍一下?

对于奢侈品品牌而言,审美至关重要。我们的顾客购买的不仅是商品,而且是艺术品。奢侈品是用来诠释美、梦想和传统的。对我们来说,这是商业行为的前提,而关键是要将这种理念传达到员工心中。因此我创建了“三层营销”理论,主要围绕着服务的三个层面展开:首先,表层营销是指为顾客创造美好的感官体验而展开的营销行为和过程,是整个营销活动的前提和基础。我常说“腕表如诗、柜台似画”,我们从每一枚腕表和价码签的陈列入手,对店堂环境的每个细节都有着严格的规范,以期从视觉、听觉、嗅觉等方面为顾客创造出绝佳的经验。其次,中层营销是为了更好地满足顾客在购买过程中对产品知识和品牌文化的了解需求而展开的营销行为和过程,是营销活动的关键环节。最后,深层营销是指为了满足顾客的情感和心理需求而展开的营销行为和过程。我们不仅希望令顾客满意,还要为他们带来幸福感,因此员工必须是顾客优秀的秘书、朋友和顾问。

TheLINK: You came up with Harmony's latest slogan "Get a Watch, Get a World". What was your inspiration for this?

I saw a watch that left a deep impression on me. It was so beautiful, it reminded me of the ocean, a starry night, snowflakes, and made me feel like if I wore it I would have the whole world in my hand. That feeling inspired the slogan. Many fine watches are extremely artistic; their design, materials and craftsmanship are unparalleled. Different time pieces can give me a different experience, a feeling, or evoke a memory. Sometimes I can almost imagine a watch as being alive.

TheLINK: Harmony is committed to preserving and disseminating Chinese culture. You have communicated this through your brochures, which feature ancient Chinese poems, and with your travelling exhibition entitled "Western Craft & Eastern Elegance". Is this really part of your corporate culture or is it just a marketing hook for selling watches?

We want to bring the culture of fine watch appreciation to China as well as encourage dialogue with the West about Chinese culture, philosophy and art. We try to do this through our events as we believe that such exchanges can help develop mutual understanding that can facilitate further cooperation. Incorporating art and culture in an environment that brings together Chinese and Western culture is what sets Harmony apart from other watch companies. It is not just about business, or chasing a trend, it comes from our corporate values which show our appreciation for the art and craft of watch making.



TheLINK: You have developed many innovative approaches to marketing and management, among these is your "three-tier marketing" theory and your Key=BSC2 concept. Can you explain these?

Aesthetics is the top priority for a luxury brand. Our customers come to us to purchase works of art rather than a mere commodity. Luxury products tell a story of beauty, dreams, and tradition. This is the premise for all our business activities, and it is crucial to sell this to all employees. This is how I came to create my three-tier marketing theory. The three layers are:

- Surface-level Marketing. This refers to the marketing activities and processes aimed at providing customers with a delicate sensory experience. It is the foundation for the entire marketing plan. I often say wrist watches are like poems, our product displays are like paintings. This means that we have strict regulations for every detail of the retail environment, beginning with how each watch, and its price tag, are displayed. We want to create the best experience for what customers see, hear and smell.
- Mid-level Marketing. This is where we try to better satisfy the customer's need to know more about our products and the culture of our brand as they begin to decide on their purchase.
- In-depth Marketing. These are the marketing activities aimed at satisfying our customers' emotional and psychological needs. We want

方娟女士所获个人荣誉
Jane Fountain's Awards &
Achievements

2013年,被亚洲品牌盛典组委会评选为“亚洲品牌年度人物”

2010年,被(ABAS)亚洲品牌测评体系专家系统委员会、亚洲品牌盛典组委会联合授予“亚洲品牌创新十大杰出人物奖”

2010年3月,被世界杰出华商协会入选“2009全球女性华商影响力100强”

2008年,被中国管理科学研究院评选为“改革开放30年——中国优秀女企业家”

2006年,被全国工商联女企业家商会、全国妇联组织部等评选为“十大创新能力民营女企业家”之一

2013: Named “Asian Brand Person of the Year” by the Organizing Committee of Asian Brand Conference.

2010: Harmony ranked among the “Ten Outstanding, Innovative Asian Brands” by (ABAS) Experts Committee and Asian Brand Conference.

2010: Named among “2009 Top 100 Chinese Businesswomen” by World Eminence Chinese Business Association.

2008: Named as “30 Years of Reforms and Opening Up of China: Outstanding Chinese Woman Entrepreneur” by the China Academy of Management Science.

2006: Named among “Top Ten Private Enterprise Innovative Women Entrepreneurs” by Women Entrepreneurs Chamber of Commerce of the All-China Federation of Industry & Commerce and Organization Department, part of the All-China Women's Federation.

我们的业务发展如此迅速,每年要开50多家店,最多时开80多家。在繁缛的事务中,我们必须把握关键工作,因此我设计了Key=BSC²的概念。Key是指企业的关键工作,它等于Brand(品牌)、Staff(员工)、Customer(顾客)和Channel(渠道)。每周下属给我的报告都会围绕着这四个方面展开。品牌的培育和推广、员工的培训和成长、顾客的服务和调研、渠道的维护和拓展,这些都是报告不可或缺的内容。报告必须言之有物、有的放矢、忠于事实。Key=BSC²在我们公司实践的效果非常好,它帮助了亨吉利在竞争激烈的环境中取胜。

《TheLINK》:您是如何赢得众多世界名表企业的信赖,并取得诸多品牌的代理权和独家代理权的?

要拿到代理权,意味着能给品牌带来什么。合作双方一定是双赢的,这是一个颠扑不破的真理。因此,每次和品牌谈判时,我总在为它们设想,即使开出什么条件,也是因为我懂得中国消费者,觉得这样做效果更好。任何品牌的发展都离不开优秀的零售商。亨吉利的价值观是诚信、规范、专业、温馨,我们需要以真诚的态度、努力的工作和优质的服务去为品牌创造价值。我时常强调,一个人做事情需要奉献和忘我,若要成就一番事业,不忘我是不可能的。

《TheLINK》:您觉得中国国内腕表品牌与世界知名品牌之间还存在多少差距,这些差距主要体现在哪些方面?

世界知名腕表品牌有着各自不同的定位、特色和目标顾客,因此才形成了缤纷多彩的格局。目前国内腕表品牌与外国品牌之间差距还比较大,因为国内的消费群体还远未成熟。记得有一次,我遇见一位外国朋友,他曾是一家航空公司的CEO,如今是一家很有影响力的澳门企业的顾问,他饶有兴趣地问我:“Jane,你看我戴的是什么表?”我一眼认出是某著名品牌。他告诉我这是他工作后的第一枚腕表,购于1977年。有许多欧洲人,当他们聊天时,会自然而然地将腕表作为话题。这在中国还很少见。

《TheLINK》:在中欧的学习经历,对于您的职业生涯是否有所帮助?

应该说,中欧赋予了我一种全新的生活方式,带领我进入了一个崭新的世界,一个学习的世界。起初,我参加了为期半年的CEO领导力课程,惊讶地发现世界上还有这么好的课。我能够听懂中英双语,因此还可以顺便学习一下翻译(笑)。更重要的是教授们传递给我的观念,让我明确了追求的方向。从那以后我没有停止过学习,后来又上了中欧EMBA和CEO课程。学习的不仅仅是知识,还有周围的那些人。坐在课堂中,感觉自己还是学生,还有许多未知的领域,这是一件很好的事情。

to bring them a greater sense of happiness, so our employees must be excellent friends and consultants for our customers.

Our business has developed quickly; we are opening more than 50 new retail outlets every year. Everyone needs to know how to prioritize their many tasks. To help with this I designed the Key=BSC2 concept. Key refers to the company's key focus, and it equals Brand, Staff, Customer and Channel. Every week my staff report on how they incorporate these elements in their daily work. The nurturing and development of a brand, the training and cultivation of employees, the service and surveying of customers, the maintenance and development of channels, all these are important aspects of their reports. They have to be down-to-earth, have clear aims and objectives, and be realistic. Since it was implemented, Key=BSC2 has been very beneficial and has helped Harmony stay ahead of the fierce competition that we face.

TheLINK: How did you win the trust of so many world renowned watch makers and get them to agree to allow you to distribute their brands – for some you are even their exclusive distributor?

When a company grants you the right to distribute their watches, it means they recognize you can bring something to their brand. The cooperation must benefit both parties, so in our negotiations we try to put ourselves in their shoes. We base our terms on our understanding of Chinese consumers. No brand can develop without excellent retailers. Harmony's values are honesty, standardization, professionalism, and care. We create value for our partner brands through our sincerity, hard work and superior service. I often emphasize that one needs selfless devotion to accomplish a goal.

TheLINK: What's the difference between China's watch brands and the well-known Western brands?

World renowned fine watches have different branding, features and target customers. China's watch market is far from mature, and domestic watch brands

“CEIBS gave me a whole new approach to life, and ushered me into a brave new world of learning.”

are currently far behind foreign brands. I remember once meeting a foreigner who was then an airline CEO and who is now a consultant to a very influential Macao company. He excitedly asked me to look at his watch and guess what brand it was. I could tell instantly that it was a famous brand. He told me it was the first fine watch that he had bought, early in his career in 1977. It is natural for most Europeans to talk about watches in conversation but this is still very rare in China.

TheLINK: How did studying at CEIBS help your career?

CEIBS gave me a whole new approach to life, and ushered me into a brave new world of learning. First, I went through the half-year CEO Leadership Programme. I was surprised to find how amazing the lessons were. More importantly, the ideas I got from the professors helped direct me along the path of continued learning. I went on to do the CEIBS EMBA and other CEO programmes. I not only learned from the professors but also from those around me at CEIBS. Sitting in the classroom, I enjoyed feeling like a student, knowing that I had such a vast sea of knowledge to drink from. That is a very good thing.

