

智 營 設 計

Design as a Turnaround Strategy

SONNY LEE
Life Power
Health Ltd

Yip Design Ltd
ALAN YIP

Ken Yeung
Silicone Zone
International Ltd

Zanif Design
Consultancy
WINNIF PANG

MAE Yeung
CREATE Time
International Ltd

GG..GAGn
Consultancy
SO PANG

TAK CUNG
MHYTRAAA
Health Ltd

XXX..GG Ltd
RAY

互 利 雙 贏 A Win-win Relationship

不創新，就無法生存

「不創新，我們就無法生存，我們不得不踏出第一步。」面對日本和內地同業的激烈競爭，驅使按摩器材生產商生命動力總裁利雅達於四年多前展開與香港知名產品設計師葉智榮的合作。在東莞設廠的生命動力當時面臨存亡的考驗，希望在產品開發上有所突破，不甘再抄襲日本生產的按摩器材。眼看日本同業的興旺與台灣同業日漸息微，利雅達深明關鍵在於與設計師合作，因而決定聘用產品設計師葉智榮為首席設計顧問，研發創新的產品。這次合作，不僅改變了生命動力的公司文化，帶動其業務增長，同時也讓葉智榮在內地的名氣更上一層樓。

一款按摩椅要經過設計、製成產品模型至功能測試等需時約六個月的過程才能成功研發並推出市場。在研發過程中，葉智榮和生命動力的團隊互相磨合，前者集中構思設計意念，後者則利用人體工學數據，如座椅、坐墊的尺寸等，製作1:1比例的產品模型。由木製模型，到加上皮革、軟墊的模型，葉智榮均親自測試，再向工程師提出意見，讓他們作即時修正。雖然難免出現不同看法，但這樣的互動卻有效降低生產成本，同時確保產品在開發過程中，每個改良的部份都能從用戶角度出發。

香港設計

作為首席設計顧問，葉智榮為生命動力設計了多款創新產品並屢獲獎項。2007年，生命動力LP6500六感按摩椅榮獲「中國創新設計紅星獎」和「香港工業設計獎」。這張按摩椅融入飛機座椅的概念，椅旁位置可更換顏色，成功為生命動力打開年輕消費者的市場。葉智榮又協助生命動力推出市場上首部氣動頭部按摩器，同樣反應理想，並獲得2008年「中國創新設計紅星獎」，大大提升生命動力的知名度。公司更將獎項結合產品推廣，根據市場研究，獲獎產品的售價，較同類產品高出2,000元人民幣。

創新產品也需要配合相應的銷售及推廣模式，

以發揮更大的效果。除了為生命動力塑造品牌形象，葉智榮還獲邀成為該公司的代言人，每張按摩椅的皮革上均印有「Designed by Alan Yip」的字樣，突顯產品專業獨特形象，這種新穎的推廣方式廣獲內地買家認同。

伙伴合作

作為一家小型企業，生命動力總裁利雅達坦言，剛開始與葉智榮合作時曾遇到不少困難，「**公司內部的同事及組織架構都要作出相應的調整**，方能與設計師配合得宜。」兩年前，生命動力更改革其工程師團隊，加入一批二十出頭、勇於創新的年輕人。是次人力資源上的重大改變，讓葉智榮與一個更能了解其設計意念的團隊合作，使產品研發的過程更順暢。利雅達更認為儘管設計師在產品開發過程中舉足輕重，亦需與營銷團隊緊密配合，借助他們對客戶的了解，產品才能在市場上取得成功。

全賴與設計師之間的無間合作，生命動力終能成功走出困局，並在金融海嘯衝擊下仍能屹立於內地市場。目前，葉智榮正協助生命動力制訂產品開發計劃，以進一步推動其業務發展。而葉智榮與生命動力的伙伴經驗，亦有助他以個人設計品牌開拓內地市場。

No choice but to Innovate

“If we had not been innovative, we would not have survived. **We had no choice but to take our first step,**” says Sonny Lee, the CEO of Life Power, a Dongguan-based electric massagers manufacturer. Admitted his company’s business crisis four years ago, Lee was looking for a breakthrough, being discontented with just being a copycat of Japanese designs. Witnessing the growth of the Japanese manufacturers and the decline of their Taiwanese counterparts, Lee realised design was imperative and decided to hire Alan Yip, a renowned Hong Kong product designer, as his chief design consultant to develop original products. The collaboration has transformed Life Power’s company culture as well as stimulated its business growth. It has also further boosted Yip’s reputation in the mainland.

A massage chair usually takes six months to develop, going through stages from design, to prototyping and testing, before it launches in the market. To maximise the combined force, Yip concentrated on the design concept while Life Power’s team built a life-size prototype based on the ergonomic data gathered from chair and seat-cover measurements. To give recommendations to engineers for immediate modifications, Yip personally tested the prototype. Despite different views at times, the interactions effectively lowered the production cost and ensured that customer’s perspective was taken into consideration.

Designed by Hong Kong

As the chief creative consultant, Yip has helped Life Power design several products and won numerous accolades. In 2007, the Life Power LP6500 “6 senses” series received the China Red Star Design Award and Hong Kong Awards for Industries. The massage chair features first-class in-flight seating and changeable colors on the side panels, which enabled Life Power to successfully penetrate the young consumer market. In addition, Yip also assisted Life Power in launching the first head massager with equal success, which earned another Red Star Award in 2008. All these trophies, showcased in promotion campaigns, have boosted the reputation of Life Power substantially. Besides, according to a market study, an award-winning massage chair can charge up to \$2000RMB more than those without any awards.

Innovative product has to go hand-in-hand with innovative marketing

in order to create greater impact. Instead of just being the one who shapes the brand image, Yip has turned into a spokesperson of the massage chair. Every massage chair produced by Life Power is imprinted with “Designed by Alan Yip”, which reinforces the professional image of the product. This marketing strategy has been well received by the mainland buyers.

Effective Partnership

For SME like Life Power, Lee frankly admits that they had to face lots of obstacles when collaborating with the designer in the beginning. “**Our staff and organization structure had to be adjusted** to support the works of the designer,” he says. Over the past two years, Life Power has restructured its engineering team by bringing in innovative young engineers who are in their twenties. With such a drastic change in human resources could Yip realize his design. Although designer is crucial, Lee is aware of the significance of marketing and knows that success will not come without the marketing team’s knowledge of customers’ needs.

Thanks to the fruitful partnership with Yip, Life Power passed through the glooming period. Its business has also been staying robust amid the financial tsunami. Yip is now assisting the company to enact a product development plan to further enhance its growth in the future. At the same time, Yip is also riding on such a reciprocal relationship to expand his own business in China.

生命動力 (香港) 有限公司

生命動力 (香港) 有限公司由利雅達先生成立1996年。

它擁有多年優質測試，於2002年首次發行免費保修承諾。2006年，於上海、北京、大連、深圳、廣州、加拿大及澳洲設立分店。由2004年起，生命動力 (香港) 有限公司邀請葉智榮先生為公司產品設計及形象顧問。

葉智榮設計有限公司

葉智榮，香港產品設計師。以“ALANYIP”作為品牌而發行了一系列專利產品，“CHINA DESIGN BY ALAN YIP”標籤亦印於該品牌系列上。他的設計得獎無數，並獲得國際間不同的博物館收藏，書刊及傳媒的刊登報導，他的作品為香港產品設計奠定了國際地位。

ALAN YIP



Yip Design Ltd

**Life Power
Health Ltd**

SONNY LEE



Life Power Health Ltd.

Life Power (Hong Kong) Limited was established in 1996 by Sonny Lee.

Since 2001, experienced quality tests, and first launched in 2002 free warranty commitments. To 2006, companies in Shanghai, Beijing, Dalian, Shenzhen, Guangzhou, Canada, Australia set up branches. Starting from 2004, Life Power (Hong Kong) Limited contracted Alan Yip as the company product design and product image consultant.

Yip Design Ltd.

Alan Yip, Hong Kong based product designer. A product line has been launched under his brand “ALANYIP” with worldwide patents. “CHINA DESIGN BY ALAN YIP” was engraved on every product under his brand. His works had won many awards and have been presented in many museums, books and medias worldwide. His work has formed an international landmark for Hong Kong product design.



善用設計 力求創新

Design To Innovate

對設計的信念

如果香港矽膠用具生產商矽領域有限公司總裁楊軒誠被問到，他怎樣在短短七年內帶領公司，將品牌打造成美國廿五大家具品牌之一，並佔有35%廚具市場，他的答案想必是「善用設計」。楊軒誠認為，中小企業必須確立自身設計的方向，再選擇合適的設計師合作，讓他們開發有利公司發展的產品，塑造公司文化。他強調雙方需在過程中磨合，**「設計師就好像我的女朋友，我需要花時間培養相方的默契。」**

回首公司成立之初，楊軒誠已定下目標及方向，以做好產品設計為首要。他說：「這部份做好了，名與利、發行網絡就會水到渠成。」由於初期資金不足，本身有設計及建築背景的楊軒誠更要親身上陣負責產品設計。縱使初期業務進展緩慢，但他仍堅持不懈，最終耕耘帶來收穫，公司產品在市場廣受好評。

設計是產品的靈魂

多年來，楊軒誠曾與來自歐洲、美國、內地和香港的設計師合作。**楊軒誠說：「設計師必須深入了解公司的文化及特性，才可設計出一件有靈魂的產品。」**

矽領域公司現時已把設計和創意融入商業活動上，包括建立品牌策略、產品開發、物料研發、包裝、展覽、商店陳列、市場推廣及內部管理等。公司運用設計後，2002年至2007年的業務平均增長為45%至60%，產品分銷至美國、法國、意大利、中國等20個國家的百貨公司、大型超市和高檔雜貨店等。

著名香港設計師彭志江曾為矽領域設計全球首款軟杯蓋，當杯翻側時，軟杯蓋的設計能防止飲品溢出。彭志江為矽領域設計的另一得意作品則是一款附有調酒棒的冰格，此設計更得到德國iF產品設計獎。

強化競爭力

矽領域與設計師合作的成功例子，為其它本地中小企寫作為的借鏡。本身是香港設計師協會主席的彭志江認為今年不少中小企要艱苦經營，皆因他們未能增強設計能力及提升價值鏈，擺脫OEM(原來設備生產商)的業務限制。他們既無法滿足客戶的需求，也未能與內地同業競爭。

彭志江說，現時很多香港中小企不願投資在設計上，主要是老闆不理解運用設計不單可為產品及服務增值，更可為公司整體帶來好處。他指出**設計師可為中小企塑造公司文化，有效運用科技，創造財富，並讓公司於同業中脫穎而出**，而創新的文化可以激發出新穎的產品，也能激勵員工與有榮焉，最終更能賺取到客戶的信任，繼而帶來源源不絕的生意。

中小企運用設計改善業務乃大勢所趨，彭志江建議老闆應主動尋找合適的設計夥伴。為令雙方更加合拍，老闆找設計師合作前，應先想清楚公司的理念、定位、長處和短處等，設計師掌握了這些資料後可提供更有效的專業意見及方案，讓公司的發展方向更明確、幫助公司邁向成功之路。

Commitment to Design

If Mr. Ken Yeung, CEO of Silicone Zone, is asked how he made his company into the top 25 home appliances manufacturers in the US, with a 35% market share for kitchenware, in just seven short years, he would probably answer, "Using design to innovate". Besides bringing in the right designer, Yeung is clear about his company's vision and how its culture should be adapted to facilitate product development. **"The designer is like my girlfriend. I take a lot of time to build up our relationship,"** he says. Still, the product design process could be a challenge to both parties.

When Yeung first established the company in 2002, he already realised good product design should be the company's top priority. "Once you have that nailed, fame and fortune as well as the distribution network would all fall into place," says Yeung. In the beginning, due to a shortage of capital, Yeung who studied design and architecture had to take on the product design work by himself. The business took a long time to grow, however, he had never given up. Eventually, his efforts paid off and the company received market-wide recognition.

Design is the Soul of a Product

Since the inception of his company, Yeung has already collaborated with designers from Europe, the US, Mainland China and Hong Kong. "Design is the soul of a product. **To come up with good product designs, it is necessary for the designers to gain an in-depth understanding about the company's culture and characteristics,**" Yeung says.

Silicone Zone has fully integrated design and creativity into its business activities. Designers are involved in areas such as branding, product development, research studies, packaging, exhibition, showroom display and marketing. From 2002 to 2007, the annual growth rate of the company is about 45% to 60%. Its products can now be found in department stores, large super-markets and high-end grocery stores throughout USA, France, Italy, China and 20 other countries.

Zanif Design Consultancy, founded in 1989 by renowned Hong Kong product designer Winnif Pang, collaborated with Silicone Zone and designed the first soft cup cover in the market which prevents the drink spilling out when the cup falls over. Another ingenious creation by Pang for the company is an ice cube container which can also function as a stirrer. With its innovative design, the product won the prestigious German iF Product Design Award.

Enhancing Competitiveness

The collaborations between Silicone Zone and designers have set good examples for other local SMEs. Pang, who is also the chairman of HKDA (Hong Kong Designers Association), says many Hong Kong SMEs have faced a difficult year because they have not been able to move up the value chain by transforming their OEM (original equipment manufacturer) businesses through strengthening their design capabilities. He also points out that many companies have failed to satisfy customers' needs and have fallen behind their mainland counterparts.

Pang says many SME owners do not understand that strengthening their design capabilities can add value to their products as well as to the company as a whole. He thinks **designers can help companies shape their culture** by using technology effectively, **differentiating the company from competitors**. While an innovative culture can give rise to products with originality, it can bestow a sense of pride upon the employees and ultimately lead to business growth by winning over a loyal crowd of customers at the same time, Pang adds.

Since using design to improve business has become a trend among small-to-medium enterprises, companies should proactively seek for suitable design partners to work with, Pang advises. He reminds SME owners that they should prepare their companies' background information including vision, market position, strengths and weaknesses for the designers. With a better understanding of the business upfront, designers will help the company by offering their professional advices and services, leading the company to a prosperous future.

SiliconeZone「施理康辛」品牌誕生

國際知名矽膠家庭用品品牌SiliconeZone「施理康辛」起源於2002年，利用矽膠物料之優越特性，結合最先進的生產技術，研發設計嶄新及多功能的廚具家品，令入廚趣味倍增。現時的分銷網絡遍及歐美及亞洲逾30個國家如法國、意大利、美國、瑞士、英國、德國、瑞典、澳洲、加拿大、日本、新加坡、韓國、泰國、香港及中國等地。

Zanif Design Consultancy

Zanif Design Consultancy創辦於一九八九年，目標為揉合創意、美感、功能等元素，將之融入於產品設計中，並能優化產品品牌、成本、製作、物料、工程及市場市務各項條件。

另外，創辦人於二零零七年開發個人生活品味品牌-Hoobbe，現於美國、歐洲、日本及台灣售賣中。



WINNIF PANG

Zanif Design Consultancy

Silicone Zone International Ltd

KEN YEUNG



SiliconeZone

SiliconeZone is an innovator when comes to developing silicone kitchenware since 2002. All SiliconeZone's products are manufactured to the highest commercial quality possible meeting worldwide food contact safety standards.

SiliconeZone is headquartered in Hong Kong and actively distribute its branded houseware merchandises with operations in Asia, Europe and North America through its distributing network in over 30 countries including France, Netherlands, Korea, Australia, New Zealand, Norway, Japan, South Africa, Spain and etc.

Zanif Design Consultancy

Zanif Design Consultancy was established in 1989. Aims to bridge out ways of merging creative designs with the essential objective of making good products in terms of aesthetics and functions, optimising as well as branding, costing, production, materials, engineering and marketing.

The founder has also launched his own life style products under his designer brand "Hoobbe" in 2007 which is an up-coming label in US, Europe, Japan and Taiwan.



香港設計中心和香港總商會策劃的「智營設計」午餐會系統，旨在提升「設計」在商業上的角色，提高商家與設計師對設計管理的認知，達至視設計作為商業策略設計的重要一環。此午餐會系統共舉辦了四次，現透過此小冊子把各出席嘉賓的寶貴經驗與閣下分享。

The Hong Kong Design Centre and the Hong Kong General Chamber of Commerce had initiated “Design as a Turnaround Strategy” series to enhance the role of ‘design’ in business, to raise awareness of design management and also help members from both design and commerce to upgrade their businesses through strategic design management. This series of 4 roundtable luncheons have addressed the various for emost topics and this publication is to share the precious experiences from the speakers as mini cases.

香港設計中心簡介

香港設計中心乃非牟利機構，致力協助本地設計師和企業充份發揮潛能。我們積極與政府、業界、商業夥伴、教育及私營機構等保持連繫，令他們理解設計是產業不斷增值的策略性要素。我們也努力不懈地提升廣大市民對設計的鑒賞能力，以期公眾明白設計如何為他們優化生活。

香港設計總會於2001年成立香港設計中心。香港設計總會的創會會員，包括香港設計師協會、香港室內設計協會、香港時裝設計師協會及香港特許設計師協會，成立香港設計中心的目的，是希望能更好地整合和鞏固香港設計界努力的成果。香港設計中心是香港至今唯一機構，致力推動設計來促進香港的持續競爭力、經濟繁榮和社會安康。

About Hong Kong Design Centre

The Hong Kong Design Centre is a non-profit organisation dedicated to helping local designers and businesses realise their full potential. We take a leadership role engaging in a proactive dialogue that preaches to government, industry, business partners, educational institutions and private organisations about design as a strategic, value-enhancing constituent of business. Towards the wider public audience we tirelessly seek to inculcate a greater appreciation of the ways design contributes to a better quality of life.

The Hong Kong Federation of Design Associations established the Hong Kong Design Centre in 2001. The founding members of the Federation, including Hong Kong Designers Association, Interior Design

Association Hong Kong, Hong Kong Fashion Designers Association, and the Chartered Society of Designer, founded the Hong Kong Design Centre to consolidate efforts for a better means of improving Hong Kong design. The Hong Kong Design Centre was and remains to be the only organisation in Hong Kong dedicated to encouraging, inspiring, supporting, and facilitating the best use of design as an instrument for the sustainable competitiveness, economic prosperity and overall well-being of society.

<http://www.hkdesigncentre.org>

香港總商會簡介

成立於1861年，香港總商會是香港歷史最悠久和最大型的商會。現擁有大約有4000名公司會員，當中包括包括跨國公司、香港公司及內地中國公司，也有越來越多來自海外和內地的關聯成員，使我們成為業務關係的橋樑，把世界各地聯繫在一起。

About Hong Kong General Chamber of Commerce

The Hong Kong General Chamber of Commerce is proud to be the oldest -- founded in 1861 -- and largest -- with around 4,000 corporate members -- business organization in Hong Kong. Because our membership consists of multinational companies, Hong Kong companies and mainland China companies, and also a growing number of overseas associate and mainland associate members, we are truly the bridge to business connections all over the world.

<http://www.chamber.org.hk>

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