

長遠電信：盡掌全國分銷網絡 Fortune Telecom Powered by Its Nationwide Distribution Network

華富記者黃金輝 Jason Wong, Quamnet Reporter

「企業在擴大之際，管理必須完善，才能屹立不倒。」——主席劉小鷹
“When a company expands, it must be backed by solid management systems to remain competitive.” – Chairman Mr. Steve Lau

近月本港電信行業併購消息此起彼落，內地電信業汰弱留強的情況亦愈趨激烈。國產手機營銷商如南方高科、熊貓、科健等等，相繼因資金或其他問題而離場，甚至跨國企業如西門子的手機業務亦為BenQ所收購。行業的競爭愈趨白熱化，企業整合亦因而加劇。劉小鷹對此深表認同：「蛋糕(市場)雖然是大了，但當大家都去搶的時候，每人分到的自然很少，要生存就要打低對手。」

劉小鷹在創業前，曾於和黃工作五年，主要負責中國電信市場之業務發展。

Before setting up his own business, Lau worked for Hutchison Whampoa for about five years, mainly in charge of the business development of telecommunications in the PRC.

經歷過近年電信業的「腥風血雨」，集團至今銷售額仍穩佔內地分銷商市場三甲之一，究竟有何成功秘訣？劉小鷹認為其優勝之處在於其核心競爭力——管理。「許多國有企業經營不善，皆因管理出現問題。管理層未能同時監控各省市的業務，久而久之，就會陷於失控。許多公司規模小的時候能夠賺錢，但規模大了反而由盈轉虧。有鑑於此，我們投入大量資源於資訊科技研發方面，儘量拉近管理層與各省市之間的距離，例如現在透過互聯網，各分銷點每日的銷售情況就能一目了然。我們提倡的企業文化之一為「管理3E」：Every person, Every day, Every task (每個人、每一天、每件事)；另外，我們亦提倡「營銷3E」：Every product, Every channel, Every price (每個產品、每個渠道、每個價錢)，如管理層能清楚並適當控制以上六項事情，企業就能立於不敗之地。」

據內地賽迪顧問(CCID Consulting)公佈的數據顯示，05年第三季內地市場共售出手機2,096萬部，按年增長近16%，預計全年銷量將突破8,800萬部，銷售額逾1,300億元。同期，諾基亞於內地的手機銷量大升87%至850萬部，繼續穩佔「一哥」地位。長遠電信現為諾基亞手機的內地總代理，於全國約有兩萬個銷售點，遍及36個省市。

分銷網絡冠同儕 農村市場潛力大

劉小鷹表示，早於1992至93年，便為諾基亞在內地分銷第一部手機，他說：「我們在全國有兩千多名員工，當中大多是銷售人員，平均每日共售出八千至一萬部手機。我們現有的一萬個客戶遍佈全國，分銷網絡可說是相當完善，較之於國內同業亦算是數一數二。」05財年上半年，集團手機總銷量逾148萬部。

近期內地多家電信供應及分銷商紛紛割價促銷，惟長遠營業額卻有增無減，原因何在？

劉小鷹表示，換機市場及農村地區的新用戶乃業務增長的主要動力。「目前內地約有八至九億人口住在農村地區，而他們人均手機的比例相較於內地大城市六至七成的滲透率是頗低的。以現時中國經濟年增長逾8%的速度來看，三、四線地區用戶的增長將相當迅速。未來我們將投放更多資源發掘新用戶，進一步提升覆蓋率；大城市方面，則會針對一些中高檔的手機用戶，提高換機率。」他亦稱，據官方統計，目前內地的手機用戶接近四億人，預期到2010年，數字將升至六至七億。

內地3G發牌如箭在弦

信息產業部於12月中在中國電信集團工作會議上表示，3G發牌已到了決策時刻，劉小鷹對此亦有同感：「3G的發展現時已開始成熟，據官方消息證實，內地在08年奧運前將可使用3G手機。由於佈網及投入服務需時，我相信內地於今年上半年應該會落實發牌，明年3G手機勢將投入服務，我們無理由不看好這個市場。」本港自04年初推出3G電話服務以來，用戶人數急

增，電訊管理局公佈截至05年7月底止，全港3G電話用戶已逾45萬名，按月增加4.1萬名，由此可見其發展潛力。面向內地13億人口這龐大市場，集團對3G的發展前景有何看法？劉小鷹預期，3G推出初期，營運商將推出許多優惠吸引新用戶，並補貼其3G業務，故集團將加強與各大3G營運商合作，而由於3G手機多屬中高檔產品，預計分銷毛利將會不俗。

fail to monitor their businesses closely. Some firms do make money when they are running on a small-scale. But as soon as they expand, they start losing money. In view of this, we have been inserting lots of IT resources to ensure close contact with our distribution outlets. For example, we can check the daily sales of each of our shops simply through the Internet."

to 900 million mainlanders are living in the countryside. The mobile phone penetration rate is relatively low when compared with the 60% to 70% in large cities. In view of the GDP growth of 8% in China, the increase in mobile phone users in third and fourth-tier areas is going to be rapid. In the future, we will input more resources to recruit new users and boost our coverage rate; As for the big cities, we will target middle to high-end users to enhance their replacement rates."



集團在港主要分銷Palm Treo及O2等智能電話，主攻專業人士及中高檔用戶。
The group is now distributing Smartphones like Palm Treo and O2 in Hong Kong, targeting professionals and middle to high-end users.

According to figures from CCID Consulting, 20.96 million mobile phones were sold in China in 3Q2005, up 16% year-on-year. It is estimated that annual sales of handsets should have breached the 88 million mark in 2005. During 3Q2005, the sales volume of Nokia phones surged 87% to 8.5 million units,

strengthening its position as the top mobile phone brand in China.

3G Licensing in the Pipeline

At a conference held by the Ministry of the Information Industry, officials suggested that the "critical time" for 3G licensing has come. Lau's comment is that the development of 3G is maturing and 3G services will be in place before the Olympic Games in 2008. "As it takes time for networking and to get ready for services, I believe 3G licenses will be issued by the first half this year. I don't see any reasons not to be optimistic towards this market."

Facing a huge market with 1.3 billion population, Lau said the group will grasp this profitable business by fortifying its partnership with 3G operators. As most of the 3G phones belong to middle to high-end products, the group expects to enjoy decent profit margins from distribution. 📌

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Hong Kong's telecoms market has seen a series of mergers and acquisitions in recent months. Across the border, relentless consolidations within the telecoms industry are also underway. Soutec, PANDA and Kejian have all faded out from the market recently because of financial and other problems. Not long ago, the mainland telco's arm of multinational enterprise Siemens was also acquired by BenQ.

Fortune Telecom, most known for supplying Nokia throughout the country, is currently one of the top three distributors in the mainland telecoms industry. Lau attributes their success to a "3E" management philosophy (Every person, Every day, Every task) and a "3E" concept (Every product, Every channel, Every price) for its distribution network. "If we can be clear on the six items mentioned above and control them wisely, our business will remain competitive," he said. "Many state-owned enterprises are not doing well because they

Great Potential in Rural Areas

Between 1992 and 1993, Fortune Telecom helped distribute the first Nokia phones in the PRC, according to Lau. "Currently we have about 2,000 staff in China, most of which are salespersons, and now we are selling 8,000 to 10,000 phones a day. We have a sound distribution network with 10,000 clients spreading all over the country, which is also competitive when compared with our peers." In 1H2005, the group sold 1.48 million mobile phones in China.

Despite price competition among many telecoms product retailers and distributors in China, Fortune Telecom continued to mark an increase in its turnover. Lau attributed it to the growing replacement market and more new users in rural areas. "Nowadays, about 800

小記 Remarks

長遠電信(110)於04年1月由創業板轉往主板上市。於05年上半年，集團錄得純利665萬港元，營業額15.4億港元。

Fortune Telecom (110) was a GEM-listed company before switching to the main board in 2004. In 1H2005, it recorded net profit and turnover of HK\$6.65 million and HK\$1.54 billion respectively.