

LEVEL 7 ASSESSMENT SPECIFICATION

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Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Challenges and Impacts on Human Resources Management Team

by Chow Tai Fook Jewellery Group Limited and Tiffany & Co.

during their international expansion in China



Course: Human Resources Management

Name: Lam Pui Ki

Abstract

This paper introduces what challenges human resources management (HRM) teams face during their business expansion to overseas markets and how they solve the impacts.

To begin with, global staffing is a HRM strategy which are needed to accept by the companies before implementation.

Also, HRM teams plan and execute different HRM processes according to companies' business core value, aims and goals.

It is important for the companies to generate the revenues and meet different expectations of stakeholders by applying a comprehensive HRM strategy.

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Chapter 1

Introduction

HRM processes include the identification of hiring need, creation of recruitment plan, placing job advertisement in different channels, job interviews and candidates' assessments, verification of documents submitted by candidates, background & reference check, hiring, orientation and onboarding, etc.

Staff recruitment and compensation & benefits of two jewellery companies, Chow Tai Fook Jewellery Group Limited (CTF) and Tiffany & Co. (Tiffany) in China are analysed in this paper.

What are their HRM strategies and challenges when expanding in China? What are the impacts of their strategies on different stakeholders?

Finally, the short term, mid-term and long-term action plans are proposed for two companies to improve the performance of business and meet the expectation of stakeholders.

Chapter 2

Global Staffing Strategies: A Literature Review

Global staffing is a big challenge for the companies that not only HRM team involve but also all the stakeholders of companies involve.

Many companies want to expand their business overseas. There are four global staffing approaches for studying, different companies apply different approaches in accordance with their companies expansion strategies, goals and budget:

- i) Ethnocentric staffing: To hire staff from parent country.
- ii) Polycentric staffing: To hire locals to in a host country.
- iii) Regiocentric staffing: To hire or transfer people within the same region and group of countries.
- iv) Geocentric staffing: To hire the best staff from anywhere to fit post.

While Stakeholder Theory (R. Edward Freeman, 1984) is a view of capitalism to emphasize the interlinked connections between a company with its related parties in the organization: investors, employees, suppliers, customers and communities and other interest groups. The argument is that the company should create value for stakeholders but not just for shareholders.

Chapter 3

Background of Chow Tai Fook Jewellery Group Limited and Tiffany & Co.

Chow Tai Fook Jewellery Group Limited (CTF) is a Hong Kong based company founded in 1929 which was listed on the Main Board of The Stock Exchange of Hong Kong in December 2011.

CTF mainly focuses on designing and retailing of jewellery. Apart from the business in Hong Kong, CTF expanded to China, Japan, Korea, Southeast Asia, and the United States. CTF owns 52 stores in China totally and are recruiting different types of staff. CTF is using the high technology of Artificial Intelligence - Internet of Things (IoT), Radio-frequency identification (RFID), smart tray and high-tech devices on retailing and warehouse management which impacts on the operation of shops and warehouses.

While Tiffany & Co. (Tiffany) was founded in 1937 in New York, USA and was acquired by LVMH Moët Hennessy Louis Vuitton SE in 2021. Tiffany also retails the designed jewellery and expanded the businesses in Americas, Europe, and Asia/ Pacific.

Tiffany owns 34 stores in China totally. It seems that a few job advertisements were found in China and high technology of lasering the invisible serial numbers on diamond and online appointment reservation are applied.

Chapter 4

Challenges and impacts on human resources management during international expansion

CTF and Tiffany (The companies) face different challenges when expanding their businesses in China. Refer to Fig. 1: Six stakeholders in micro-environmental: Company, Suppliers, Intermediaries, Competitors, Publics and Customers shall be analysed. Refer to Fig.2 Macro environmental factors by PESTEL Analysis: Political, Economic, Social, Technological, Environmental, Legal aspects were also required for studied before the expansion.

In this paper, the challenges on legal and innovation & technological aspects, their impacts on the stakeholders: Departments of companies, Customers and publics, and the companies' staff recruitment strategy and compensation packages are analysed.

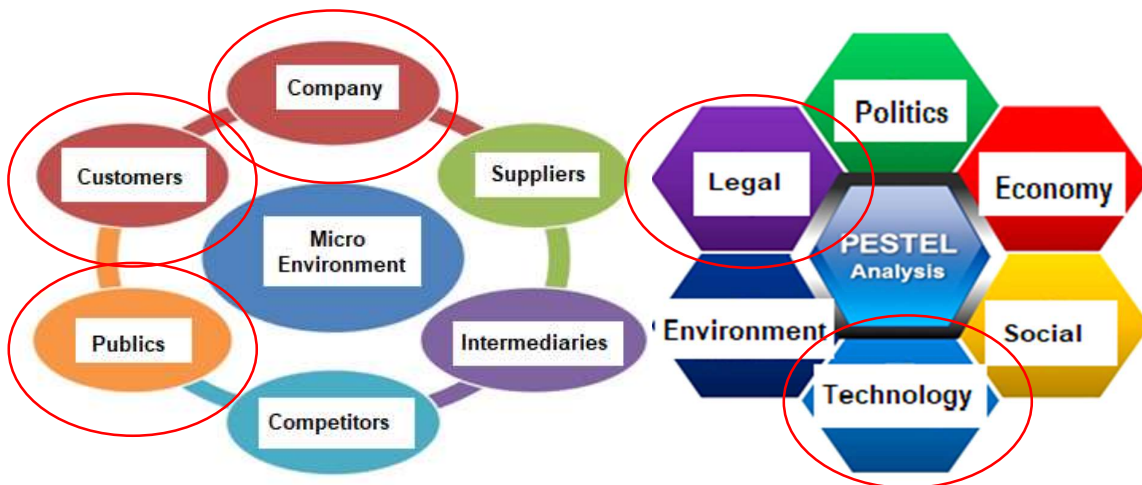


Fig 1.: Microenvironment factors

Fig 2.: Macro-environmental factors

(I) Challenge One to HR Team: Legal Aspect in China

To explore the complexities of employment laws and regulations in China and city-specific legal regulations in different provinces and cities

Once the companies considered expanding their business in China, they faced the same challenge, legal aspect during the staff recruitment, planning and implementation since there were a lot of different laws and regulations in China as well as different city-specific regulations in different provinces and cities.

In the meantime, leaders had a lot of different HRM strategies in their mind: How about relocating the staff from headquarters or subsidiaries to China? How many and which types of staff were needed? What were the efficient and effective ways for recruiting the right candidates in right time? How to plan the required budget on compensation packages & resources allocation? Here HRM, legal and financial teams worked together on the HRM analysis.

A deep dive analysis by HRM and legal team was required for understanding local employment laws and regulations, employment contract, compensation packages, insurance, payroll, tax, mandatory days off, employee safety and workplace guidelines to prevent from any penalties and legal liabilities. The recruitment methods in accordance with laws in local were also studied by HRM team.

After getting the findings from HRM and legal teams, financial team prepared the budget and planned the resources allocation, leader fine-tuned the directions on HRM strategies to have further discussion in the meeting of board of directors for making the final decision.

During the staff recruitment and implementation by HRM team, the companies used different recruitment methods locally which are described in the following parts. As the companies obeyed the laws, publics have confidence when applying the jobs.

(i) **Common employment laws & regulations in China**
and some significant factors are mentioned

Referring Table 1 – 5, the companies' HRM and legal teams studied deeply on legal aspect for planning the appropriate recruitment processes, making the appropriate job advertisements with no discrimination, and offering the appropriate compensation packages in accordance with laws to prevent from any penalties and legal liabilities.

As laws and regulations should be updated time to time and China Government is concerned on people' standard of living, the labour costs should be higher than before which HRM & financial teams should pay more attention.

Table 1: Common employment laws and regulations in China

a) Labour Law of the People's Republic of China
b) Labour Contract Law of the People's Republic of China
c) Social Insurance Law of the People's Republic of China
d) Individual Income Tax Law of the People's Republic of China
e) Law of the People's Republic of China on the Protection of Women's Rights and Interests
f) Regulations of Minimum Wage
g) Advertisement Law of the People's Republic of China
i) Others in different provinces and cities

Table 2: Minimum wages in China

Types of employees	Minimum wages in 2022
Full-time staff (Monthly pay)	According to the regulations of provinces and cities
Non-full-time staff (Hourly pay)	

Table 3: Overtime pays in China

Overtime work on below conditions	Overtime pays
Non-working hours	150% of normal wages
Off day	200% of normal wages
Statutory holiday	300% of normal wages

Table 4: Five insurances and one housing fund (五險一金)

No.	Item	Mandatory or not	Employer needs to pay	Employee needs to pay
1	Endowment insurance	Yes	Yes, pay partially	Yes, pay partially
2	Medical insurance	Yes	Yes, pay partially	Yes, pay partially
3	Unemployment insurance	Yes	Yes, pay partially	Yes, pay partially
4	Employment injury insurance	Yes	Yes, pay all	No need to pay
5	Maternity insurance	Yes	Yes, pay all	No need to pay
6	Housing provident	No	-	-

Table 5: Paid annual leaves

Years of services	No. of paid annual leaves
Over 1 year and below 10 years	5 days
Over 10 years and below 20 years	10 days
Over 20 years	15 days

(ii) Common legitimate recruitment channels in China

The HRM team applied polycentric staffing and used some of the following legitimate recruitment channels in China which increased the efficiency and effectiveness on recruitment processes while HR services costs were required. Table. 6 and appendixes. I – III shows more details.

Different recruitment channels:

- a) Information via company website and stores
- b) Common recruitment platforms: e.g. 51Job(前程無憂), BOSS 直聘, Liepin (獵聘網), Zhaopin (智聯招聘), etc
- c) HR services providers: Jobui (職友集)
- d) Job fairs
- e) Referral
- f) College recruiting
- g) Association for jewellery industry: e.g. ZBWG (珠寶王國品牌商城)

Table 6 Recruitment methods CTF and Tiffany were used in China

No.	Common recruitment methods	CTF	Tiffany
1	Company website and stores	V	V
2	Recruitment platforms	V	V
3	HR services providers	V	NA
4	Job fairs	NA	NA
5	Referral	V	X
6	College recruitment	V	X
7	Association for jewellery industry	NA	V

(II) Challenge Two to HR Team : Innovation and Technological Aspect in China

To integrate the companies' core values and business strategies and set a clear direction on staff planning to meet the companies' business growth

CTF has been using Internet of Things (IoT), Radio Frequency Identification (RFID) system, smart tray system and high-tech devices e.g. Big display touch screens (refer to Appendix IV) in stores to improve the customers' shopping experience and inventory control while Tiffany & Co. has been using high technology of lasering the invisible serial numbers on diamond for increasing diamond transparency and has been offering online appointment reservation for customers to increase customers' satisfaction.

IT, Warehouse & Logistics, Technical, Procurement, Sales & marketing, HRM, Financial teams worked together to perform the tasks. As the technology was new for the companies and staff, more talents, improvement on workmanship and training in different departments were required. HRM team has to arrange for supporting and improving this implementation.

Financial team handled the budgeting, planned the resources allocation, analysed the financial situations with leader about investing in the appropriate equipment of high-tech systems where more talents may be required, HRM team has to involve.

(i) **CTF: Applications of Internet of Things (IoT), Radio Frequency Identification (RFID) System in 2016 and Smart Tray System in 2018 and high-tech devices**

***Positive impacts on efficiency improvement when company use high technologies and HRM team's involvement decrease relatively:**

- a) Staff reduce manual works and human errors in stores and warehouses
- b) Staff trace the jewellery in stores and warehouses quickly and easier
- c) Collect real-time data and track trends for better planning on supply chain management
- d) Increase customer experience as real-time data of inventory is available, and reduce the processing and queuing times at counters
- e) Increase security level and avoid counterfeiting

***Negative impacts on using high technologies and HRM team take follow up actions on staff training and customer services:**

- a) Hack and change information by smartphone may be easier
- b) Collect less accurate data when each RFID or smart tray are placed closely
- c) Track and record the customer buying behaviours in store may occur
- d) Involve more integration with staff and arrange the training for staff

***Potential upgrade and improvement areas:**

- a) Continuous security improvement of systems and accuracy verification of systems is required by IT team
- b) Pay more attention on the protection of customers' privacy by IT and sales team
- c) Update the details of training for staff time to time by HRM team

(ii) Tiffany & Co.: Laser Technology for increasing Diamond Transparency in 2019 & Online appointment making via company website

Tiffany & Co. believes that knowing the provenance of diamond can ensure her highest responsibility on sourcing worldwide. From Jan 2019, Tiffany has been disclosing the provenance of each registered diamonds with 0.18 carats and larger. A unique invisible “T&Co” serial number is lasered on the diamond to let customers know the specific geographic procuring information. And online appointment reservation is convenience for customers and increase their satisfaction. IT & HRM team require to take more actions with other departments on the following impacts.

***Positive impacts as below when using high technologies and HRM team’s involvement decrease relatively:**

- a) Increase customer confidence and loyalty
- b) Increase security level and avoid counterfeiting

***Negative impacts by using high technologies and HRM team take follow up actions on staff training:**

- a) Hack and change information by smartphone may be easier
- b) Involve more integration with staff and arrange the training for staff

***Potentials upgrade and improvement areas:**

- a) Continuous security improvement of laser system is required to prevent from hacking and changing information by non-company equipped electronic devices by IT team
- b) Update the details of training for staff time to time by HRM team

Chapter 5

Recommendations

The recommendation and action plans should be taken by HRM team on staff recruitment and compensation packages offering, under the challenges on legal and innovation & technological aspects in short term, mid term and long term are proposed in the following.

(I) Challenge One: Legal Aspect

a) Short term (1 – 18 months) /

Mid term (18 to 36 months) / Long term (36 months or above):

Since there are updates on legal environment in China time to time, to manage the changes, HRM, legal and financial teams are always highly recommended to keep their close eyes on the employment laws and regulations: e.g. The change of minimum wages each year, the increase protection of women, increase concerns by government & publics on different discriminations and data collection privacy.

Regarding Statutory holidays, the State Council of the People's Republic of China announces the details each year or make changes during the year. HRM team also should pay attention for having the adjustment of workforce and capacities.

For the recruitment methods, as the HRM strategy may be changed according to the companies' development and goals, more channels can be studied or tried in advance. Limited costs will be spent on the trial but gain experience.

Legal aspects bring the risks and bring the opportunities on business, keeping alert are better to let the companies adapt and make any changes of business strategies shortly if needed.

(II) Challenge Two: Innovation & Technological Aspect

a) Short term (1 – 18 months)

HRM team should focus on training the staff to increase their knowledge on using new technologies and work efficiently in workplace which can increase the effectiveness of inventory control and increase customers' satisfaction.

Staff arrangement for IT team is required as IT team should pay attention of privacy protection by studying more guidance in different countries, focus on continuous security improvement and verification on technology systems and gather more different possible options to reduce the running costs.

b) Mid-term (18 to 36 months) / Long-term (36 months or above)

HRM team should still focus on training the staff in companies. Also, as technology always updates, high investment is not recommended unless there are the needs while leader and IT team should continue exploring the technology trend and HRM team also keep alert. Once there are the needs of companies' development, the companies are well-prepared to take any action to meet the growth.

Chapter 6

Conclusion

In conclusion, staff recruitment plan and compensation packages in China are affected by legal and innovation & technological aspects as well as other micro-environment factors and macro environment factors.

When CTF and Tiffany further expand their businesses in China, they should study more aspects and environments. Different stakeholders in companies also play the important roles on analysing the legal & technological aspects and market situation, preparing the budget, and formulating the HRM strategies which their interests are needed to consider.

As the competition in jewellery industry is high in China, leaders and teams should explore more innovative ideas. During the implantation, accuracy of data and privacy of data collection are under consideration. Frequent monitoring and review of international expansion should be performed, and prompt actions can be taken accordingly to increase the efficiency and customers' satisfaction.

Chapter 7

Appendixes

Appendix I: Current recruitment strategy of CTF in China

Item 1) Company website: <https://hr.ctf.com.cn/jobs>

- i) Recruitment from community
- ii) Recruitment from colleges
- iii) Recruitment at stores
- iv) Recruitment by referrals

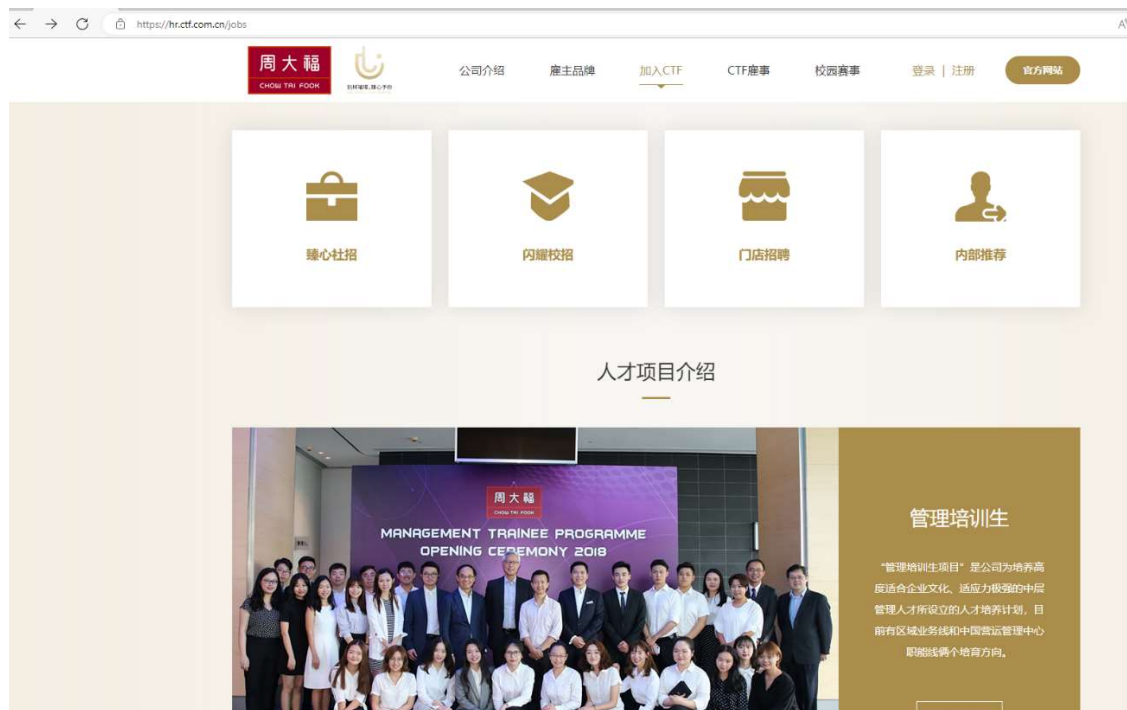


Fig 1. Management Trainee Programme Opening Ceremony 2018



Fig 2. Recruitment from community



Fig 3. College recruitment

Item 2) Jobui (職友集)

职友集

公司 工作 工资 趋势 百科 排行榜 找客户

公司 输入公司关键词



周大福

人气 16.3万 | 粉丝 204 | 喜欢 73 | 反馈 1911 [认领公司](#)

中国内地及港澳的领先珠宝商

No.1 珠宝 > No.5 零售 > No.1 钻石饰品 >

105 个 招聘 131 条 薪酬 25 条 新闻 附近 加班 要求 竞品

周大福应届生校园招聘

[订阅全国应届生校园新职位通知](#)

全部 (105) 应届 (31)

招聘类别 搜索本公司职位

校园招聘简章

国聘网2023校园招聘



人力资源部绩效专员

深圳市 | 应届毕业生 | 本科以上 | 全职 | **¥6K-8K** 14小时前

总务部供应商管理专员

深圳市 | 应届毕业生 | 大专以上 | 全职 | **¥5K-8K** 14小时前

Fig 4. Post on Jobui (職友集)

Item 3) Scholarship for high schools



From 2011, CTF offer the scholarship for 18 high schools in China until now to promote company's brand image and values and let the students make their dreams come true.

Fig 5. Scholarship for high school

Item 4) Training course in summer holiday:

CTF implement the internship programme for colleges and universities students from Hong Kong and China. The students can work in different departments and stores. Apart from participating in sales and promotion field, the students can exchange their ideas with CTF senior



management staff, understand the real operation, innovation on jewellery design & production, and gain the working experience.

Fig 6. Chow Tai Fook Training course in summer holiday in 2021 (周大福 2021 年智學營)

Item 5) Job advertisements – Recruitment platforms

i) 51job (前程無憂):

2023届运营管理培训生

深圳-盐田区 | 在校生/应届生 | 本科 | 10-14发布

五险一金 年终奖金 节日福利 带薪年假 团建活动 海县办公 员工培训 周末双休

申请职位

职位信息

工作职责

以门店零售管理为发展方向，致力于培养人才成为珠宝新零售的领军人物

参加并完成周大福管理培训生项目：

- 1、参与为期半年到一年的核心部门轮岗学习（包括市场、品牌管理、项目管理、人力资源管理、行政、供应链管理），掌握业务流程知识及运作；
- 2、参与至少两个月以上的驻店学习，掌握零售服务知识；
- 3、不定期参与企业授课培训，定期完成项目作业，交付项目成果；
- 4、结合公司业务所需及个人发展意愿，进行定向学习，深度掌握岗位所需业务知识并进行实操，并最终顺利通过项目考核。
- 4、结合公司业务所需及个人发展意愿，进行定向学习，深度掌握岗位所需业务知识并进行实操，并最终顺利通过项目考核。

任职资格

- 1、2022/2023年应届毕业生，***本科及以上学历，专业不限，市场类、管理类专业更佳；
- 2、为人诚信，且热爱零售行业和珠宝行业；
- 3、具有一定的社会实践经验，有社团、学生会或班级管理工作经验者更佳；
- 4、学习能力优秀，沟通表达清晰，思维严谨富有逻辑，有创新意识和能力；
- 5、善于团队合作，具备领导潜质，适应能力强。

职能类别：培训生

公司地址

上班地址：周大福集团大厦 [查看地图](#)

51Job安全提醒

求职过程中如果遇到违规收费、信息不实、以招聘名义的培训收费或者微信营销等虚假招聘行为，请点击**立即举报**，并保留证据，维护自己的合法权益。[更多详情](#)

公司信息

周大福 周大福珠宝金行（深圳）有限公司

已上市

10000人以上

奢侈品/收藏品/工艺品/珠宝 批发/...

[查看所有职位](#)

职位招聘官

 周师兄 [立即沟通](#)

HR

Fig 7. Post on 51job (前程無憂)

ii) BOSS 直聘

The screenshot shows a job listing on the BOSS Zhipin platform. At the top, the BOSS Zhipin logo is on the left, and a search bar with the text '搜索职位' and a magnifying glass icon is in the center. To the right of the search bar is a bell icon with the text '消息'. Below this is a teal banner with the job title '营销专员' on the left and the salary range '7-8K-14薪' on the right. Under the banner, the location '深圳' is followed by '经验不限' and '大专'. There are four tags: '一般企业 (甲方)', '快消/零售', '数据分析经验', and '数据分析能力'. Below the banner is a profile section for '刘女士' with a heart icon and the text '感兴趣'. To the left of her name is a circular profile picture of a man with the text '周大福' and 'Zhou Da Fu'. To the right of her name is a green button that says '立即沟通'. Below the profile section, it says '周大福 · 招聘'.

BOSS直聘

搜索职位

消息

营销专员

7-8K-14薪

深圳 | 经验不限 | 大专

一般企业 (甲方) 快消/零售 数据分析经验 数据分析能力

刘女士 感兴趣

周大福 立即沟通

周大福 · 招聘

职位描述

工作职责：

- 1、跟进区域影响销售因素的分析；
- 2、跟进各系列产品的推广监控及相关活动；
- 3、跟进系列产品的相关工作：新款推动、销售监控、相关营销活动（含新品发布、沙龙、巡展、落地及内部激励等）；
- 4、进行跨部门的沟通。

岗位要求：

- 1、大专及以上学历，工商管理、市场营销、珠宝类相关专业为佳；
- 2、具备一定的组织策划、市场分析和创新能力；
- 3、熟悉珠宝行业，或有珠宝相关实习或工作经历更佳；

福利：

- 1、周末双休及法定节假日休假；
- 2、五险一金、医疗补助、体检补助；
- 3、年终奖奖金、生育津贴、结婚贺金；
- 4、节日福利；
- 5、团建活动、体验式培训、内购优惠；
- 6、可提供宿舍。

Fig. 8 Post on BOSS 直聘

iii) Liepin (獵聘網)



Fig. 9 Post on Liepin (獵聘網)

iv) Zhaopin (智联招聘)

智联招聘

注册/登录

上智联,靠谱工作视频见

2.3亿+职场人的选择
27年 深耕行业

616万+企业用户*
4/10 职场人在智联找到好工作

Q 搜索公司/职位

搜索

职位搜索

我的简历

面试邀请

投递反馈

高端
猎头一对一服务

校招
校园职位等着你

职位描述

无销售性质 网络客服 售后客服 售前客服

普通话标准流利

1、开展客服培训工作,协助完善培训体系;
2、配合客服岗位需要安排培训课程,并跟进培训后效果反馈;
3、负责客服培训档案管理 & 维护,建立员工成长体系;
4、召开客服在线服务质检、月度质检分享会;
5、顾客需求汇总 (商品需求、服务处理流程需求等)。
任职资格:
1、大专及以上学历;
2、具有良好的文字组织能力,沟通能力和团队精神,逻辑思维强,工作认真细致;
3、具备优秀的文字功底,熟练使用各类办公软件;
4、具备良好的分析能力和计划制定、执行能力;
5、积极进取,责任心和自律性强;具有较好的抗压能力、执行力和团队合作精神; 6、 自主学习能力强,思维... 展开

公司信息

分享

立即投递

Fig. 10-11 Post on Zhaopin (智联招聘)

Item 6) College recruiting

- i) Recruitment information via company website
- ii) Haitou (海投網): <https://m.haitou.cc/>

招聘简章

闪耀新势代，年轻各有光

周大福 2023 届秋季校园招聘启动啦

一、我们是谁

周大福珠宝集团有限公司（「集团」；香港联交所股份代号：1929）于 2011 年 12 月在香港联合交易所主板上上市，以成为全球最值得信赖的珠宝集团为愿景。集团标志性品牌「周大福」创立于 1929 年，广获认同为信誉及正货的象征，并以产品设计、品质与价值而闻名。集团及其标志性品牌的成功，从过去的悠久历史，体现出对创新和工艺的持久坚持，以及恒久抱持的核心价值「真诚·永恒」。

二、招聘岗位 职为你来

职位	工作地点
管理培训生 (运营管理方向)	深圳、顺德、武汉
管理培训生 (零售管理方向)	北京、上海、深圳、广州、苏州、沈阳、重庆、成都、武汉、济南等区域营运中心所在城市；以及广东、广西、河北、浙江、四川、云南、贵州、福建、江苏、安徽、湖南、湖北、江西、吉林、辽宁、山东、内蒙古、甘肃、新疆等省内重点城市
电子商务	
产品运营	

Fig. 12 Post on Haitou (海投網)

Appendix II: Current recruitment strategy of Tiffany & Co. in Shenzhen City

Item 1) Recruitment information via company website:

- i) Job opportunities from parent company

LVMH Group: <https://www.lvmh.cn/>

- ii) Job opportunities from Tiffany & Co.

<https://eljs.fa.us2.oraclecloud.com/hcmUI/CandidateExperience/en/sites/CX>

TIFFANY & CO.

;



Take your career to new heights
with Tiffany & Co.

FIND JOBS Job title, skill, keyword	NEAR LOCATION ▼ City, state, country	Q
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Fig. 13 Job opportunities from Tiffany & Co.

Item 2: Job advertisement – Recruitment platform

i) 51job (前程無憂)



Fig. 14 Post on 51job (前程無憂)

Item 3: Association for jewellery industry

i) ZBWG (珠寶王國品牌商城)

←

蒂芙尼珠宝招聘
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⋮

风险提示:加盟及商务等合作经营投资有风险,敬请各意向合作商留意,并自行评估合作风险,本平台不承担任何合作责任。

温馨提示:本平台提供商务及加盟等合作,欢迎广大有意人士加盟及商务洽谈。

←

资讯

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蒂芙尼珠宝招聘

07-29 11:27 作者: zixun22 来源: 未知 点击:4856

蒂芙尼

蒂芙尼 (Tiffany), 著名珠宝腕表品牌, 以钻石和银制品著称。1837年诞生于美国纽约。创新和设计是蒂芙尼品牌传承的两大基石, 蒂芙尼蓝色礼盒 (Tiffany Blue Box) 是其品牌的经典, The Tiffany® Setting六爪镶嵌钻戒成就品牌经典标志。

2019年11月, 法国**集团路威酩轩同意以162亿美元 (约合1140亿元人民币) 收购美国珠宝商蒂芙尼公司。



品牌介绍

Tiffany & Co. (蒂芙尼), 珠宝界的皇后, 以钻石和银制品著称于世。

Tiffany&Co.创建于1837年, 是以银制餐具出名, 在1851年推出了银制925装饰品而更加著名。1960年好莱坞著名女星奥黛丽赫本主演的《蒂芙尼早餐》就是以Tiffany命名的。

Tiffany, 美国设计的象征。以爱与美、罗曼蒂克与梦想为主题而风誉了近两个世纪。它以充满官能的美以及柔软纤细的感性满足了世界上所有女性的幻想和欲望。

Tiffany在中国大陆十七个城市设有官方专卖店: 上海六家 (香港广场、恒隆广场、久光百货、港汇恒隆广场、国金中心、新世界大丸), 北京五家 (国贸商城三期、半岛酒店、东方广场、新光天地、王府井), 天津两家 (友谊商厦、银河国际购物中心), 广州一家 (太古汇), 深圳一家 (华润中心万象城), 重庆一家 (时代广场), 沈阳两家 (市府恒隆广场商场、卓展购物中心), 成都一家 (美美百货), 杭州一家 (杭州大厦), 郑州一家 (大卫城), 武汉一家 (武汉国际广场购物中心), 南京一家 (德基广场), 西安一家 (中大国际), 青岛一家 (海信广场), 济南一家 (贵和购物中心), 哈尔滨一家 (麦凯乐总店), 昆明一家 (金格百货时光店)。

联系方式: 0755-25911511

Fig. 15, 16 Advertisement on ZBWG (珠寶王國品牌商城)

Appendix III: Summary of CTF and Tiffany's current recruitment methods

No.	Common recruitment methods	Some common channels	CTF	Tiffany
1	Company website and stores	Company facilities	i) https://hr-m.ctf.com.cn/ Recruitment from community, colleges, at stores, referrals	i) Parent company LVMH : https://www.lvmh.cn/ ii) Tiffany & Co.: https://eljs.fa.us2.oraclecloud.com/hcmUI/CandidateExperience/en/sites/CX
2	Recruitment platforms	i) 前程無憂 ii) BOSS 直聘 iii) 獵聘網 iv) 智聯招聘	i) 前程無憂 ii) BOSS 直聘 iii) 獵聘網 iv) 智聯招聘	i) 前程無憂
3	HR services providers	職友集	職友集	NA
4	Job fairs	According to different cities	NA	NA

No	Common recruitment methods	Some common channels	CTF	Tiffany
5	Referral	Related parties	Via company website	NA
6	College recruitment	Website, internship, and scholarship	i) Via company website ii) Website of Haitou (海投網) https://m.haitou.cc/xyzp/2697862 iii) Internship programme for colleges and universities students from Hong Kong and China iv) Scholarship for high schools for promotion of brand name	NA
7	Association for jewellery industry	Association	NA	i) Website of ZBWG (珠寶王國品牌商城) https://m.wto168.net/zixun/contents/id/1741990.html

Appendix IV: CTF RFID system and Smart Tray



Fig. 17 RFID system



Fig. 18 Smart Tray

Chapter 8

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