

## Continuous reform and innovation: the fundamental driving force for development of Crystallize.Me

# 不断变革与创新是宝熙莱发展的根本动力

—— Interview with Mr. Raymond Chui, the Founder of Crystallize.Me

—— 访宝熙莱灯饰创始人徐耀邦先生

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2019年，正值新中国建国70周年之际，也是宝熙莱·蓝天灯饰成立第50个年头。50年来，宝熙莱不断与中国经济发展与时俱进，根据市场变化进行了不断变革以及战略调整，其业务模式以及市场业态同16年前本刊记者采访时相比都有了很大的改变。如今，宝熙莱品牌在中国已经享有良好的口碑，成为中国水晶装饰灯、水晶饰品、水晶艺术品及水晶建筑设计领域最佳合作伙伴。

沉稳儒雅、知识丰富、有着良好中英教育背景的宝熙莱灯饰创始人徐耀邦先生早在2000年就来到上海工作。对西方文化和中国文化都有深刻了解的徐耀邦先生并没有经历创业的艰辛，凭借着蓝天水晶灯饰（宝熙莱·蓝天灯饰的前身）在香港市场积淀的底蕴，很快就占领了上海高端水晶装饰灯市场。新中国建国70周年之际，本刊记者再次回访了宝熙莱，徐耀邦先生在近一个多小时里介绍了宝熙莱在华发展之路。

### 每一次都是精彩绝伦的蜕变

徐耀邦先生首先向本刊记者介绍说：“同16年前采访我们到今天，宝熙莱发生了很大的改变。中国市场变化非常快，我们也要跟着中国的变化来改变。今年是宝熙莱·蓝天灯饰成立50周年。蓝天水晶



宝熙莱灯饰创始人徐耀邦先生  
Mr. Raymond Chui, the Founder of Crystallize.Me

灯饰创办于1969年，当时是香港唯一经营欧洲进口水晶的公司，占据了香港进口水晶灯饰市场。后来，我父亲向他朋友全面收购了当年的蓝天水晶灯饰公司，并打造成为香港一家家喻户晓的高端水晶灯饰世家。到了1994年，有很多内地客人开始来买蓝天水晶灯饰。为了更好的服务内地客户，我们在2000年进入上海市场，在内地注册了新的公司名称——宝熙莱从此诞生了。我的家人非常喜欢上海，从那时开始，我们就在上海积极拓展业务。创业并不难，凭借着多年的客户积累以及口碑的传播，很

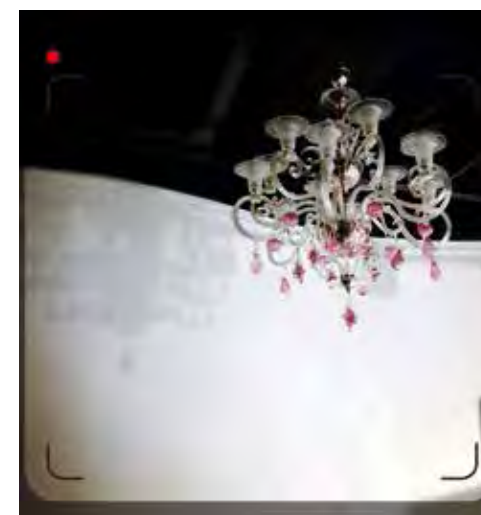
多顾客都是慕名而来，当时很多时尚家居媒体也来采访我们，我们发展得还不错。”

2000年的中国市场借改革开放的东风，高端水晶灯饰的市场需求也越来越活跃，可以说，进入内地市场的宝熙莱一开始就发展得顺风顺水。当年在香港带动了高档奢侈水晶灯的宝熙莱，如今也带动了内地市场高档奢侈水晶灯市场。宝熙莱水晶灯饰流光溢彩，分外奢华，在创新、设计、服务与品质等方面以追求卓越为宗旨，力求每件灯饰工艺均为高品质水晶艺术品，是精湛手工倾心之作。同时，宝熙莱还不断探寻完美境界，斥资进行产品设计与研发。宝熙莱成为了内地市场高档水晶灯饰的最好代言人。

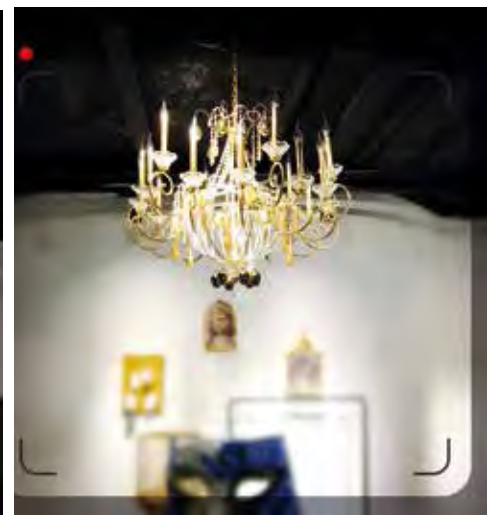


在采访中，徐耀邦先生告诉记者，2000年至2004年业务发展迅速，甚至带动了当年上海门店所在地的一条著名的淮海中路，从最初宝熙莱一家水晶灯饰店逐渐发展到5、6家，随之而来的就是竞争也越发激烈。2005年，宝熙莱面临的竞争终于来了。徐耀邦先生回顾说：“我们那时开始思考不能只做水晶灯饰，也应该去尝试做水晶饰品，这是我们的改变也是我们的市场拓展。2006年我们开始做水晶杯子、花瓶、水晶礼品，做到2009年我们已经在北京、上海、成都、香港等地各大商场都有了专柜。那时我想把宝熙莱打造成中国的水晶品牌，想再上一个台阶，把所有分散的公司的品牌打造一个品牌。从2009年开始，我把所有的精力都放在的品牌整合上，请来法国设计师来做设计。2010年至2012年，我们几个高档奢侈品都发生了翻天覆地的变化。这是我们的一个重大改变。”

据了解，自千禧之年宝熙莱进驻中国内地市场后除发展水晶灯饰业务外，在2006年后创办了水晶礼品品牌“晶珂礼品”，水晶饰品品牌“jk-Blue”；2008年宝熙莱创办了“Ray-Living”专门打造中国智造的水晶产品；2010年宝熙莱升级了北京、上

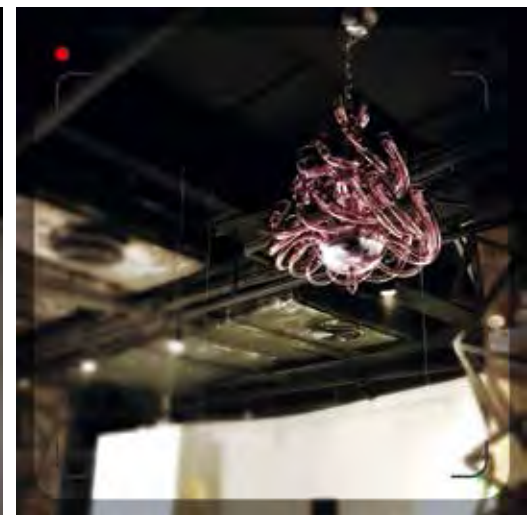


海、香港三的地 Bao Gallery；2011年宝熙莱引进国外水晶玻璃艺术并同时提拔国内的年轻玻璃艺术家；2011年宝熙莱涉足LED领域创立并研发了“CATi”LED蜡烛灯泡；2012年用了整整3年多的时间才整合了所有的产品架构。但直至2018年宝熙莱酝酿多年的 Bao Gallery（琦域艺术生活空间）在上海落成后才算是品牌整合完整的诞生。



徐耀邦先生在英取得了建筑和多媒体两个专业的硕士，也曾担任香港理工大学（设计学院）多媒体创意和科技课程的教授。徐耀邦先生不仅在自己的专业领域造诣颇深，对于文学也有很高的素养，在回忆那段倾注心血整合品牌时，徐耀邦先生这样写道：“当你抹去表面的华丽，宝熙莱就是一个有质有感的概念；她的质是水晶，她的感就是一种创造艺术品的意识。她从单一的灯饰蜕变成为一种质量的代名词；她是闪亮的饰品，也是具有文化内涵的艺术品，更是精湛的水晶工艺品。不管她今天是什么样的身份出现，她在不久的将来又会是一次精彩绝伦的蜕变。这种蜕变的灵感来源于不断的创新。”

持续变革和创新是与时俱进的必要条件，也是在市场获得高占有率的根本动力。然而，中国市场在2011年、2012年左右也发生了巨大的变化，随着中国经济的调整以及物联网发展的日新月异，徐耀邦先生一手打造的宝熙莱水晶事业也受到了严峻的挑战。在先后关闭了各大店面后。徐耀邦先生开始寻找新的事业转型模式。历经风雨才能见彩虹。美丽的宝熙莱水晶又开始绽放别样的光芒。



做生命的强者 且行且歌

改革开放 40 年来，中国国民生产总值增长超过了 10 倍。这 40 年中国市场的风云变幻，只有身处其中才能领略它的甘苦。

在谈到宝熙莱 2013 年后的转型时，徐耀邦先生说：“在陆续关闭零售店面后，上海浦西香格里拉大酒店找到我们，希望可以结合我们的水晶专业来为酒店做水晶饰品的设计与安装。我认为这个项目也是一个不错的选择。当时的香格里拉大酒店成为了我们标志性项目，随后我们又做了丽兹卡尔顿酒店，并延伸到上海迪士尼乐园，装饰灯、功能灯、舞台灯都是我们的专长。我们把业务从家用灯又做到酒店，做到迪士尼乐园，从零售转到做项目，这也是我们在 2015 年后的一个重大改变。”

回忆这些年来宝熙莱的改变，徐耀邦先生认为：“中国模仿的年代已经过去了，也该脱离那种所谓只有表皮没有内涵的创新！我们要完全彻底、脱胎换骨的去创新，从自身的文化，自身的传统，自身的研发和自身的需求做起。创新的思维不是空穴来风，是需要有系统的教育，需要科学的方式，需要自信，需要坚持！”

逆水行舟，不进则退。一个企业只有



不断超越自己才能不断发展壮大。从做零售到开始做项目，宝熙莱又打开了通往市场的一扇大门。徐耀邦先生告诉记者：“宝熙莱现在不仅是一个经营产品的公司，更是一家智造水晶产品的企业，它的进口灯饰在意大利和捷克都有生产基地，产品 100% 进口。我们的灯饰是基础，结合灯饰，我们再来做项目。这几年我们做了很多大的项目，我们和迪士尼乐园签了包括在国内外的好几个合同，和珠海狮门游乐场签了 18 年来最大的一笔单项合同。今年我们还和法国有着百年历史的水晶品牌（巴卡拉水晶世家）及全球第二大（2018）的铝业企业忠旺集团合作，让巴卡拉全球最大的项目落户中国。这几年，我们的精力都会放在项目上。”

在经历了中国经济大环境的考验以及愈来愈激烈的市场竞争磨砺后，宝熙莱不仅做到了逆势发展，顺势而为，业务范围和业绩都在不断成长。谈到未来 5 年的发展计划，徐耀邦先生充满信心地说：“我不是商人，我始终是一个创业者。未来，希望会有国外投资进来；更希望有真正专业的管理和生产团队进来，与我一起带领宝熙莱水晶进入一个新纪元。宝熙莱希望跟随着‘一带一路’的步伐，把水晶业务推向‘一带一路’的沿线国家和地区。”

2019 witnesses the 70th anniversary of the founding of the People's Republic of China and the 50th anniversary of the founding of Crystallize.Me (Formerly known as Blue Heaven Crystal Lighting). Over the past 50 years, Crystallize.Me (CMe) has been keeping pace with the economic development of China by carrying out constant reforms and strategic adjustments according to market changes, with the business model and market dynamics greatly different from those 16 years ago when our journalist interviewed Mr Chui last time. Nowadays, CMe brand enjoys a good reputation in China and



has become a best partner in the field of crystal decorative lamps, crystal ornaments, crystal artworks and crystal architectural components.

Unpretentious, elegant, knowledgeable, and having sound Chinese and English education background, Mr. Raymond Chui, the founder of CMe, started working in Shanghai as early as 2000, and has

a deep understanding of both Chinese and Western cultures. He was spared from the hardship of starting a business in China. With the foundation laid by Blue Heaven Crystal Lighting (the predecessor of CMe) in the Hong Kong market, CMe quickly took over the high-end crystal decorative lighting market in Shanghai. On the occasion of the 70th anniversary of the founding of the People's Republic of China, the journalist re-visited CMe again. Mr. Raymond Chui introduced CMe's development path in China in the interview which lasted for nearly an hour.

Marvelous transmutations

Raymond introduced to the journalist, "CMe has changed a lot since the last interview 16 years ago. The Chinese market has changed tremendously over the past 2 decades, and we have to follow closely. This year also marks the 50th anniversary of the founding of the company. Blue Heaven Crystal Lighting was founded in 1969 when it was the only a small



shop in Hong Kong that imported crystals lights from Europe. Later, my father bought out Blue Heaven Crystal Lighting from his friends and built it into a well-known high-end crystal lighting enterprise in Hong Kong. By 1994, its reputation transcended beyond the northern border, many clients from Chinese Mainland began to buy Blue Heaven crystal lighting. In order to better serve the clients from Chinese Mainland, we entered the Shanghai market in 2000 and registered a new company name - Crystallize.Me Ltd was born. I then joined the company and start my business career in Shanghai, fortunately my family like Shanghai very much so I can focus on actively expanding the business here. Starting a business was not hard, with years of client referrals and a list of good clientele, they started to come

from all corners of China. At that time, a lot of fashionable home furnishing media also interested in us, and we set sail smoothly.

In 2000, the market demand for high-end crystal lighting became more and more active due to the reform and opening up in China. It can be said that CMe made a hit since entering the Chinese Mainland market, as they did lead the high-end luxury crystal lighting in Hong Kong. CMe played a similar role in the Chinese Mainland market. The crystal lighting of CMe is glittering and luxurious. CMe aims to pursue excellence in innovation, design, service and quality, and strives to produce each piece of lighting product as a high-quality crystal artwork and a masterpiece of handicraft. Moreover, Cme's effort for perfection and investment in product design and development, has led it to become the



spokesperson for high-grade crystal lighting in the Chinese Mainland market.

In the interview, Raymond told the journalist that the rapid development of its business from 2000 to 2004

even drove the rising of the crystal light shops on this famous HuaiHai Middle Road where its Shanghai store was located. It brought on fierce competition. In 2005, the time was ever more pressing for CMe. Raymond recalled, "At that time, we began to consider expanding our crystal lighting business into crystal ornaments, which is a change as well as market exploration. In 2006, we began to deal with crystal glasses, vases and gifts and by 2009, we have had boutiques in major shopping malls in Beijing, Shanghai, Chengdu and Hong Kong. At that time, I intended to build CMe into a Chinese crystal brand, and upgrade it by integrating all my products into one unified brand. I have been focusing on brand integration since 2009 and invited French designers to join us. Our high-end luxury brands



CMe upgraded the "Bao Gallery" in Beijing, Shanghai and Hong Kong; in 2011, CMe introduced crystal glass artists from abroad and worked with the China Academy of Arts in HangZhou to promoted young glass artists within

China; CMe set foot in the field of LED lighting in 2011 and founded and developed "CATi" LED candle bulb; it was until 2012 that it had integrated its entire product structure after three years of efforts.

However, the brand integration was not completed until 2018

when Bao Gallery, which CMe had brewed for years, was launched in Shanghai.

Raymond has got two master's degrees in both Architecture and Multimedia from the UK. He also used to be a professor with the Hong Kong Polytechnic University (School of Design), giving lessons on multimedia creativity thinking and digital technology. With attainments in both his professional

fields and literature, Raymond wrote when recalling that period of devotion to brand integration, "Put away the glamorous exterior, CMe embodies both functionalities and imagination; the medium comes from the crystal itself, and the imagination is when you look into the honey of sparkle, as Raymond said". Crystallize.Me has become a adjustive of quality crystal products and brand innovation; CMe is a fashionable blink blink ornament and a work of art with cultural connotation. No matter what CMe is now, a marvellous morphing awaits in the future, which is inspired by constant innovation."

Continuous reform and innovation are the necessary conditions to keep pace with times, and also the fundamental driving force to attain higher market share. However, the Chinese market has also undergone tremendous changes in 2011 and 2012. With the economic adjustment of China and the rapid development of the Internet of Things, the crystal undertaking of CMe was faced with great challenges. This forced Cme to close its stores one after another,



Raymond began to look for new modes of transformation. No cross, no crown. CMe is turning over a new chapter.

#### Pressing forward

Over the past 40 years of reform and opening up, China's GNP has been increased by over 10 times, and the Chinese market has changed dramatically. You can tell its tastes of joy and sorrow only by experience.

Speaking of the transformation of CMe after 2013, Raymond said, "After closing down the retail stores one after another, Jingan Shangri-La, in Shanghai came to us, hoping that we can design and install the crystal structure for its six stars rated hotel. I thought it was a promising project. The Shangri-La Hotel project was a landmark, following which we engaged in the Ritz Carlton project, and then the Shanghai Disney Resort project, providing service with our expertise in architectural lamps, functional lights, and stage lighting. We have shifted our business from domestic use to hotel use and to the

theme parks, and from retailing to doing projects, which is also a major change after 2015.

Looking back upon the changes of CMe over the years, Raymond said, "The age of imitation in China has passed, and it is time to break away from the so-called innovation which is superficial and has little bases!" We need to innovate thoroughly and completely based on our own culture, tradition, research and development. Creative thinking cannot come from nowhere and it requires systematic education, scientific methods, self-confidence and perseverance!"

A boat sailing against the current must forge ahead or will be driven backward. An enterprise can grow only when it transcends itself continuously.

From retailing to projects, CMe opened another door to the market. Raymond told the journalist, "CMe not only deals in production in China, most of its domestic used crystal products, that are 100% from its production bases in Italy and Czech Republic. CMe have completed a number of large scale projects in recent years, and concluded several contracts from Disneyland at home and in USA, and signed its largest single contract with Zhuhai Lionsgate Entertainment World. This year, we have cooperated with Baccarat, a world famous French crystal brand, and Zhongwang Group, the second largest aluminum enterprise in the world

(2018), bringing Baccarat's largest project across the world to China. We will focus on the project development in the next few years."

Having withstood the test of China's economic shift and the increasingly fierce market competition, CMe has not only survived in the adverse environment and taken advantage of any opportunity, but also maintained growth in business scope and performance. Speaking of the development plan for the next five years, Raymond said confidently, "I am not a businessman but I am always an entrepreneur. In the future, I hope that some serious investors and true professional management and production teams will join us to lead CMe into a new era. We hope to follow the "Belt and Road Initiative" of China to expand our crystal business to the countries and regions along the Belt and Road.



undergone tremendous changes from 2010 to 2012, which was a major transformation for us."

It is understood that in addition to the crystal lighting business in Chinese Mainland market since the millennium, CMe has created the crystal gift brands such as "Crystal Glamour" and the crystal ornament brand "jk-Blue" in 2006; in 2008, CMe founded "Ray-Living" specially to fabricate crystal products created in China; in 2010,

# We Luminate Life

当你抹去表面的华丽，宝熙莱是一个有知有感的概念，她的质是水晶，她的感完全就是一种创造的意识。不管她今天是什么身份出现，她在不久的将来又会有一次精彩绝伦的蜕变，这灵感来源于不断的创新。

