

改變美容業的傳奇人物—— Loren Ridinger 和她的成功秘訣

資深副總裁 Loren Ridinger 身為企業家，二十多年來一直致力改變美容事業和網上購物的面貌，直至現在她亦沒有想過要停下來。「我的性格使然」

二十四年前，在北卡羅萊納州格林斯堡，Loren 和丈夫 JR 在自己所租住房屋的車房寂寂無名地埋手苦幹，共同成立了現時的網絡零售巨人——美安公司。總部現仍設於當地，而 Ridinger 家族現居於邁阿密海灘。每年二月，美安世界大會於美國航空體育館舉行，每次皆吸引近二萬五千位來賓到臨。數星期前，美安公司舉辦了兩年一度的大會，為二萬五千位來賓壯大信心。Loren Ridinger 正是致歡迎詞的講者。

25,000 位來賓每年二月都慕名來到邁阿密美國航空球場出席美安世界大會。

美安公司 | SHOP.COM 目前已累積 55 億美元的零售額，而旗下經銷商賺取的佣金和零售額得益亦超越 29 億美元。除了美國外，美安公司業務亦遍佈於加拿大、墨西哥、澳洲、香港、台灣、英國、新加坡及西班牙。

Loren 創立的第一條化妝品線 Motives 獲獎無數，同時她亦開展了個人護理系列 Fixx 及 Loren Jewels 珠寶系列。同樣是企業家的女兒 Amber 亦開發了 DNA 奇妙系列，產品旨在照顧嬰兒、幼童及準媽媽的身心健康。Loren 不時分享營商之道，亦提攜年輕企業家。去年，她跟邁阿密海灘的初創企業 Flat Out of Heels 合作，為這間專營年青時裝的公司創立鞋履系列。

Loren 活躍於各大社交媒體。她經常於 www.LorensWorld.com 撰文，個人網誌位列福布斯百大女性網站之一；而 Loren 亦在時裝網誌 www.MyFashionCents.com 不時談及她的靈感來源和提升女性權力。「我會盡我所能發聲去為現況帶來改變。這些訊息永遠不

會嫌多，有時候數以千計的人中只有一位會接收到。即使只有僅僅一位，這也是很重要的，不是嗎？」

美安公司資深副總裁 Loren Ridinger 同時亦身兼多職：連續創業家、時尚達人、導師、母親及外祖母（第三位外孫快將出生），而且她經常跟成功人士和希望成功的人打交道。她視 Jennifer Lopez（著名女演員和歌手）和 Eva Longoria（《靚太唔易做》主角）為好朋友。然而，Loren Ridinger 本身是相當低調的人，在她各式各樣的創業歷險中，與名人社交往往置於最低的優次。

這個月她抽空分享她在美安公司的營商之道、未來發展和了解自己的初衷的重要。以下為對話的精華節錄：

問：觀乎你在美安公司的歷程，你和 JR 何時知道公司會發展到現時的龐大規模？這是一開始的願景？還是演變而來的？

答：我不怕告訴你，JR 一直都有如此願景，他一直都是偉大的領袖。即使在 1992 年之前成立美安公司的意念仍在醞釀，他深信世界急速轉變，科技高速發展，而大眾會希望安坐家中購物。

問：美安公司超越了時代的步伐，而且持續領先。可是電子商業的潮流轉變是如此高速，你是如何和這個不斷轉變的世界與時並進，同時持續創新？

答：隨著科技發展與時並進的要訣在於領先潮流。JR 一直緊密與我們的顧客聯繫，亦要求我們要團結一起做相同的事。我們知道她是誰、她的喜好、她喜歡買甚麼、她有多少個孩子，她有甚麼寵物.....要如此緊密地與顧客聯繫。儘管有多達六百萬位顧客，我們亦經常收集顧客的數據，因此一直能夠迎合她們的需要。當然我們亦有不少男性顧客，只是總的來說，在家購物的多是女性。

「JR 一直緊密與我們的顧客聯繫，亦要求我們要團結一起做相同的事。我們知道她是誰、她的喜好、她喜歡買甚麼、她有多少個孩子，她有甚麼寵物。」——Loren Ridinger

我們一直跟顧客緊密聯繫，故此不能令他們失望。明瞭顧客的需要後，我們便開發有關的科技配合我們的工作。若顧客希望得到更好的優惠，或者想知道減價的消息，我們就推出相應的科技去達成這些目標。你的適應速度要如光速般快，這正是我們正做的事，二十六年來從不間斷，這確實是一段無與倫比的歷程。

問：這些年來，甚麼是你學會營商之道最重要的事？還有甚麼是經歷過挫折而明白的教訓？

答：對我們而言，要有效使用自己的時間十分重要。管理如此龐大的公司之餘，亦要抽空跟你的孩子和外孫相處和盡力同時應付所有事情，真的很困難。我明白有些看起來對普通家庭不太尋常的事情，在我的家庭而言卻是家常便飯，而且行之有效。若然我們要晚上十時半或者下午四時半晚膳，我們便會按自己的行程表妥善安排。這絕不是因為懲罰自己而做的。

我深信時間代表一切，我痛恨浪費我時間的人。我學會了如何好好善用時間。若果想抽數小時看看外孫，我會一早便起床。社交對我而言最不重要的事情，這是因為和我聯繫的人都是非常成功的，所以我會確保他們都明白我不能經常待在這裏。他們亦十分明白，全因他們也是如此繁忙。

另一件我學會的就是先處理最困難的事情。只有這樣，一整天下來其他的事情將可按步就班處理，讓你可以更能掌握自己的時間。

問：你對哪個親手創立的牌子最感自豪？為甚麼？

答：所有，真的。Motives 對我有特殊的意義，因為它向我成長的歷程致敬。母親雖然於四十二歲的時候早逝，但她一直明艷照人。我小時候時常看著她花數個小時打扮，我目睹打扮的過程帶給她的感覺，令她感到自信，我無刻不為她驚嘆。Motives 不止於推出各種美麗的唇彩，真正重要的是讓女士由內而外感到美麗。

答：看來你的家族一向精於營商之道，而你的女兒亦於數年前推出了自己的牌子。你認為營商的智慧是天生的還是後天造成的？

問：營商之道在我而言，是任何人都能夠在人生不同的階段中獲得的。若然我們視喬布斯和愛因斯坦為榜樣，他們的熱誠就是成功的要訣。當你終於醒覺自己對現時的工作感到懊惱、厭倦和沮喪，營商智慧即油然而生。

答：你認為目前推進電子商業的重要潮流有哪些東西？

問：網路購物是一股龐大的趨勢，令物件的流動加快。我們留意它大量增長，這就是年輕人購物的方式。另一樣是生活態度商品化，青少年從仰慕的人，例如明星身上看到心儀的產品，合適的話就會想得到它，而他們很容易便會購買得到。我們要持續領先知道顧客想要的東西，而我們有相應的科技去做到。網路購物是我們多年來參與在內的一個全新世界，而它不斷轉變。

答：美安公司未來有甚麼發展？

問：我們正在大規模增長。我們準備進軍馬來西亞，同時亦在發展英國、西班牙、墨西哥、香港及新加坡的市場；我們於數個月內在台灣為三萬人舉行大會。替另一個人工作三十五年是令人嫌倦的事情，我們要傳遞的訊息是，若果你需要整天為他人說話，何不學會談一些有益於自己的事情？

當你在家開始如此認真工作的時候，你的子女和孫兒女都會看見，你就是他人心目中值得敬仰的榜樣。

「我不相信事業增長源於競爭，這無助於任何人；我相信事業增長源於合作——眾人攜手協力共創佳績。」——Loren Ridinger

在家庭中，我們的女兒 Amber 跟隨我們的願景。這是自然不過的事，特別是當你看到父母勤奮工作並希望成就不同，改變更多人的人生的時候，這能改變很多事情。我不相信事業增長源於競爭，這無助於任何人；我相信事業增長源於合作——眾人攜手協力共創佳績。

問：你未來有甚麼發展？

答：噢，我也不知道。去年我協助 Daymond John 著書；成為他的著作《破產的力量》的其中一位受訪者，JR 和我都收到一本他的著作。現在所有事皆有可能發生，我們致力推出新產品，很可能是服裝和鞋履。我們所做的事情一向很成功，這是因為我們明瞭我們的顧客，了解她們想要的是甚麼，而且價格平易近人。這就是我對所有產品的一貫宗旨。

我經常有很多事情同步進行，亦有很多令人振奮的事情即將到臨，這經常牽涉到跟他人一起工作，同時亦要幫助他們。我永不會放慢腳步 —— 這不是我的性格。只要上帝允許，

我會繼續下去。我有數以百萬計的事情想完成——我不會寫工作清單，但是我會為工作排優次。

問：你收過關於營商或是工作和生活平衡的最佳建議是甚麼？是誰給你的？

答：噢，這會是我的丈夫。我一向對於思考工作的流程特別得心應手，而我不能失敗。可是每次的失敗造就我們的成功，我倆皆失敗很多次，但是重新振作繼續向前是成功的要訣。成功的道路從不寬闊平坦，當我因為下錯決定而感到灰心的時候，JR 經常提醒我不要意志消沉，並要重新振作。他亦經常提醒我，要經常跟隨比自己更成功的人，因為你會從跟他們的對話中獲益良多。

問：是甚麼激勵你不斷向前？

答：了解自己的「為甚麼」(初衷)。當你知曉之後，你會找到原因去完成你的工作，我不認為任何成功的人不清楚自己的初衷。你需要有熱情，一些能激勵你的事情。於我而言，我的動力源於要啟發我的孩子，現在還有我的外孫，她們值得擁有更好，並且能夠達成所有理想。這些這是我的初衷——要激勵他們成就最好，讓她們明白勤奮工作對女性非常重要，而且並不需要依靠男性。儘管我與丈夫已相隨二十六年，但這些都是作為女性而言特別重要的事。

Loren Ridinger

現職及名銜： 企業家，社交媒體具影響人物，電子商業領袖。網路銷售巨人美安公司 | SHOP.COM 共同創辦人暨資深副總裁，同時亦創辦了獲獎無數的化妝品牌 Motives，個人護理系列 FIXX 以及珠寶系列 Loren Jewels。

網誌： www.LorensWorld.com 福布斯百大女性網站之一；

個人風格和時裝請到 www.MyFashionCents.com。

社交：

Facebook (facebook.com/lorenridinger)，Instagram (instagram.com/lorenridinger) 以及 Twitter (twitter.com/lorenridinger)。)

獎項：獲選潮流雜誌《Vogue》100 大最具影響力女性，由 Cosmo for Latinas 及 Behind the Bench 頒發，以表揚她對商界的成就和貢獻。她亦獲得 Fashion Group International 嘉許對時裝及美容業的貢獻。獲提名為 50 位網路上最激勵人心的人物之一。獲 Business Leader 雜誌喻為時代傑出女性(Woman Extraordinaire) 以及 50 大頂尖企業家。Haute Living Magazine 選出 Ridinger 為「Woman of substance: Woman of the Year」以讚揚她於領導，商界和慈善工作的傑出表現。

慈善：Loren Ridinger 熱心公益，服務機構計有 Rally for Kids with Cancer (與 Eva Longoria 並列主席); 獲美國心臟協會頒發 Big Heart Humanitarian Award; 亦貢獻給 Earlier.org; the Make-A-Wish Foundation; the Jennifer Lopez Foundation; the Cystic Fibrosis Foundation; the Rush Philanthropic Arts Foundation 及更多慈善機構。

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Loren Ridinger shares her secrets of success changing the face of beauty

Loren Ridinger takes the stage at the Market America World Conference in Miami in February.

BY NANCY DAHLBERG

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Loren Ridinger has been changing the face of the beauty business as well as internet shopping for more than 20 years, and the entrepreneur and senior executive has no plans to slow down. “It’s not in my blood,” she says.

With humble beginnings working out of their rental home’s garage at the time, she and her husband, JR, co-founded internet retailing giant [Market America](#) in 1992, in Greensboro, North Carolina, where the company is still headquartered. Earlier this month, the company held one of its twice yearly empowerment conferences there, hosting 25,000 people, and she gave the opening speech. Today, the Ridingers live in Miami Beach, and each February, the Market America World Conference takes over AmericanAirlines Arena in Miami, bringing about 25,000 people to town.

25,000 The number of people the Market America World Conference brings to AmericanAirlines Arena in Miami every February.

Market America | Shop.com has generated more than \$5.5 billion in accumulated retail sales and individuals have earned more than \$2.9 billion in commissions and retail profits, the company said. In addition to

the U.S., the company operates in Canada, Mexico, Australia, Hong Kong, Taiwan, the United Kingdom, Singapore, Mexico and Spain.

Ridinger also founded the award-winning cosmetics line Motives, her first line. She also created the solution-oriented personal care line Fixx and the jewelry collection Loren Jewels. Her daughter Amber is also an entrepreneur, having created DNA Miracles, a line of body and wellness products designed for babies, children and expectant mothers. Loren speaks about entrepreneurship regularly and has mentored young entrepreneurs. Last year, she [partnered with Miami Beach startup Flat Out of Heels](#) to create a line of shoes for the young fashion company.

Active on social media, Ridinger blogs regularly on www.LorensWorld.com, named one of Forbes' Top 100 websites for women, and her fashion blog, www.MyFashionCents.com, often speaking about inspiration and women's empowerment. "I use my voice wherever I can to make a difference," she says. "The message cannot be heard enough. Sometimes thousands of people have to read for one of them to get it, but if one of them gets it, that's all that matters, right?"

Loren Ridinger, senior executive vice president of Market America, serial entrepreneur, fashionista, mentor, mom and grandmother with a third grandchild on the way, surrounds herself with successful people and those who want to be. She calls Jennifer Lopez and Eva Longoria good friends. Still, Ridinger is a self-described private person, who puts socializing at the bottom of her priority list as she manages her many ventures and adventures.

She took time out this month to share her views about Market America, entrepreneurship, what's next and the importance of knowing your "why." Here are excerpts of that conversation.

Q. Regarding your Market America journey, when did you and JR know this was going to be really big? Was that the vision from the beginning or did it evolve?

A. JR has always had that vision, to be honest with you. He's always been a great leader. Even prior to 1992 when the idea was forming, he was a

strong believer that the world was fast changing, that technology was fast changing, and people would want to shop at home.

Q. Market America was ahead of its time and has stayed ahead, but that can't be easy when e-commerce trends change so fast. How do you stay relevant in this changing world while at the same time continuing to innovate?

A. That's the key, being relevant all the time with technology changing so fast. . . . It's about staying ahead of the curve. JR has always been very connected and taught us to be very connected as a team to who our customers are. We know who she is, we know what she likes, we know what she likes to buy, we know how many children she has and what kind of pets she has. . . . Being connected in that fashion to your customers — even for 6 million of them and we have been constantly collecting data about them — we have been able to gear who we are toward her. It's him too, of course, but generally, the shopper in the house is the woman.

JR HAS ALWAYS BEEN VERY CONNECTED AND TAUGHT US TO BE VERY CONNECTED AS A TEAM TO WHO OUR CUSTOMERS ARE. WE KNOW WHO SHE IS, WE KNOW WHAT SHE LIKES, WE KNOW WHAT SHE LIKES TO BUY, WE KNOW HOW MANY CHILDREN SHE HAS AND WHAT KIND OF PETS SHE HAS.Loren Ridinger

We've always been so connected to our customers, we can't fail. By knowing what people want, we are always creating technologies that can work alongside. If people want to find better deals or want to know when the price drops, we have technology to do those things. You really have to be moving at the speed of sound, and that's what we do, what we have done for 26 years. It's been an incredible journey.

Q. Over the years, what are one or two of the most important lessons you have learned — maybe the hard way — about entrepreneurship?

A. To manage my time wisely, that's been a lesson for both of us. It's hard to run a company of this size and still have a life with your children and your grandchildren and juggle everything. I've learned what may not

appear to be normal for other families is normal for us, it works for us. If we have to have dinner at 10:30 at night or 4:30 in the afternoon, and it works for us based on our schedules, we don't punish ourselves for it.

I'm a big believer that time is everything. I loathe people who waste my time. I learned how to manage it really well. If I want to see my grandchildren for a couple of hours, I wake up really early. Socializing comes last on my list because the people I associate with are very successful too, and I try to make sure they understand I can't be there all the time. And they understand because they are the same way.

Another thing I have learned is to do the hardest things first. . . . If I do, everything else falls into place for the rest of the day and you can control your schedule better.

Q. Of the brands you personally have created, what are you most proud of and why?

A. All of them, really. Motives is special because it was a tribute to the way I grew up. My mother died at a very young age at 42, but she was always super glamorous and I watched her as a child spend hours looking beautiful. I watched how it made her feel; it gave her confidence. I was always in awe of her. Motives is not about lipstick color, it's really about what makes women feel good inside.

Q. Entrepreneurship seems a true family tradition, with your daughter also launching a brand several years ago. Do you think entrepreneurship is born or made?

A. I think it is something that can be for anyone at any time in their life. If we look at people like Steve Jobs and Albert Einstein, it's really about their passion. And when people finally realize that they are sick and tired of being sick and tired and frustrated and fed up [in their current jobs], entrepreneurship can be born at any age.

Q. What do you see as a few of the key trends out there driving e-commerce?

A. Mobile shopping is a huge trend and where things are moving. We are seeing massive growth, that is how young people are shopping. Another

trend is lifestyle merchandising: They can visualize it on someone they love, maybe a celebrity, and they want it and they can easily purchase it. We are going to have to be constantly on top of what our customers want . . . and we have the technology to be ahead of the game. Mobile shopping is a whole new world that we have been involved with for years now, but it's constantly evolving.

Q. What's next for Market America?

A. We're growing massively. We are entering Malaysia, we are in the UK, Spain, Mexico, Hong Kong, Singapore. We're doing a conference in Taiwan for 30,000 people in a couple of months. People are tired of working for someone else for 35 years. Our message is, if you want to talk all day for someone else, why don't you learn to talk about things that are benefiting you?

When you are doing that at home, your children and grandchildren see that you are a role model for people to look up to.

I DON'T BELIEVE IN GROWING THROUGH COMPETITION — THAT NEVER HELPED ANYONE. I BELIEVE IN GROWING THROUGH COOPERATION — PEOPLE WORKING TOGETHER. Loren Ridinger

In our home, our daughter Amber followed in our vision. It becomes a natural thing when you watch your parents work hard and want to make a difference and are impacting lives. It makes such a difference. I don't believe in growing through competition — that never helped anyone. I believe in growing through cooperation — people working together.

Q. And next for Loren Ridinger?

A. Oh, I don't know. This past year, I worked with Daymond John with his book; I was one of the people he interviewed in the "Power of Broke." JR and I have both been offered our own books. Anything is possible right now. We're focusing on new products, possibly clothes and shoes. Everything we've done has worked out well because we understand who our customer was and what she wants, at a price point that is affordable. That has been my goal with all my products.

I always have so many things working all the time, so many exciting things coming, it always involves working with other people, helping other people. I'm never going to slow down — it is not in my blood. I am going to be around for as long as God lets me. There are a million things on my plate — I don't keep a to-do list, but I prioritize my priorities.

Q. What is the best advice you ever received about business or work-life balance and who gave it?

A. Oh, from my husband. I really generally do a really good job at thinking through processes and projects so I cannot fail, but failure is part of our success. We have both failed many times, but getting back up and dusting yourself off is the key to success. Nobody said success is a straight, narrow line. When I'm feeling bad because I made a bad decision, JR is always reminding me not to beat myself up but to pick myself up. He also always says, surround yourself with people better than yourself because you want to have an interesting conversation all the time.

Q. What most inspires you to keep going?

A. Knowing my “why.” If you know what your why is, you have a reason to do what you do. I don't think anyone can be successful without knowing what their why is. You have to have passion, something that inspires you. For me, my why is to instill in my children, and now my grandchildren, that you are worthy of something better and that you can achieve anything you want. They are my why — to inspire them to greatness and to let them see that working hard as a woman is important and you don't need a man, even though I have [had] a great man for 26 years, it's important. That is really what it is.

Nancy Dahlberg: @ndahlberg.

LOREN RIDINGER

Current roles and titles: Entrepreneur, social media influencer, e-commerce leader. Currently, co-founder and senior executive vice president of internet retailing giant Market America | SHOP.COM as well as the creator of the award-winning cosmetics line Motives, personal care line Fixx and jewelry collection Loren Jewels.

Blogs: www.LorensWorld.com, named one of Forbes' Top 100 websites for women. Her style and fashion blog is www.MyFashionCents.com.

Social: Facebook (facebook.com/lorenriding), Instagram (instagram.com/lorenriding) and Twitter (twitter.com/lorenriding).

Awards: One of Vogue's Top 100 most influential women, honored by Cosmo for Latinas and Behind the Bench for her achievements and contributions to the business community, and recognized by Fashion Group International for her contributions to the fashion and beauty industry. She was named one of the top 50 most motivational people of the web and named Woman Extraordinaire and a Top 50 Entrepreneur by Business Leader magazine. Haute Living Magazine recognized Ridinger as "Woman of Substance: Woman of the Year" for her leadership, business and philanthropic work.

Philanthropy: Rally for Kids with Cancer, which she co-chaired with Eva Longoria; the American Heart Association, from which she received the Big Heart Humanitarian Award; Earlier.org; the Make-A-Wish Foundation; the Jennifer Lopez Foundation; the Cystic Fibrosis Foundation; the Rush Philanthropic Arts Foundation; and others.

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