



## Report from The Board of Examiners (Gold Award) 評審委員會報告 (金獎)



Founded in 1956, the Maxim's Group now operates over 810 outlets in Hong Kong and China. The Group offers a diversified portfolio. Maxim's Cake and Bakery Division (CBD) is responsible for the cake and bakery business and the branded products (e.g. mooncakes) with four major brands and over 250 outlets.

### Leadership

Maxim's Group has developed and refined corporate culture for various stages of company development in the past 60 years. The Vision-Mission-Values (VMV) of CBD are well defined and aligned with Group's VMV. The six core values are reiterated in internal and external communication channels to align different levels of employees as well as the sub-contractors to fulfil their duties and goals. Senior leaders have established multiple communication channels to cascade the VMV to all employees. A Risk Management Committee is established to manage the business and operational risks. The organization has adopted a governance structure that is aligned with the Group's objectives.

The senior leaders of CBD have promoted an engaging culture related to societal responsibilities. For example, the organization has launched the Surplus Bread Donation Program since 2009 and nearly two million pieces of breads were donated between 2011 and 2013.

### Strategic Planning

Maxim's Cake and Bakery Division has a clear long-term business direction which is crucial to the success of implementing a multi-brand strategy and rebranding exercise. The multi-brand strategy is further supported by the four Strategic Pillars that are People, Customers, Growth and Brand Maxim's. The 5-year strategic planning cascades from the Group's Chairman and Managing Director to the General Manager and department heads for goals and strategic setting followed by action plan and quarterly/mid-year review. A well-structured 7-step strategic development process is in place to build strategies based on SWOT analysis data and different levels of review.

The management has adopted a 3-stage action plan development process with consideration of current performance and market trends. Key Performance Indicators (KPIs) are established to align with strategic objectives. A Plan-do-check-action approach is adopted to ensure the effective action plan implementation. The management has arranged periodic meetings to review the effectiveness of the action plan against key outcomes and to design modification if needed. To ensure that the management has a good understanding of the progress

美心集團始建於1956年，在香港和中國已開設了810家分店。集團旗下包括多個品業務部門。美心西餅部負責集團的麵包和糕點業務、名牌品（如：月餅）和經營4個主要門店品牌的，分店超過250家。

### 領導才能

過去60多年來，美心集團旗下各階段的發展制定了企業文化，並予以持續改善。美心西餅部對部門的願景-使命-核心價值制定了明確定義，與集團的宗旨保持一致。在內部和外部的溝通渠道中，公司會向不同級別員工和分銷商重申六個核心價值觀，確保其履行責任及實現目標。管理層亦透過不同的溝通渠道，將願景-使命-核心價值傳遞給所有員工。公司成立了一個風險管理委員會，對業務和營運風險進行監督，此外，還採用了符合集團目標的治理架構。

在高層領導的推動下，美心西餅部培養了參與式文化以履行社會責任。譬如，2009年部門推出了剩餘麵包捐贈計劃，該計劃由2011年至2013年捐出的麵包超過200萬個。

### 策略性規劃

美心西餅部制定明確的長遠業務目標，在不同的品牌策略和品牌形象上獲得成功。除了多元化品牌策略，該部門還推出了四大策略予以支持：人員、顧客、增長和美心品牌。為了實現公司的目標和戰略環境，集團董事長和管理董事長制定了5年政制，下達到總經理和部門領導，據此制定公司計劃，並每季度/半年對其進行一次審查。建立了一個結構完善的七步驟策略制定程序，以SWOT分析數據和不同級別的審查結果為公司建構策略。

管理團隊根據目前的績效情況和市場趨勢，採取了一個三階段計劃發展程序，制定了符合策略目標的關鍵績效指標。部門通過執行持續優化管理，確保計劃得以高效實施。管理團隊會定期安排會議，根據審查計劃的成效，在必要情況下修改計劃。了確保管理層全面瞭解策略實施過程，



of the strategies implementation, a rolling 3-Year performance projection for each brand is established, including comparative data and benchmarking studies.

### Customer Focus

Customers are segmented into different groups with clearly identified characteristics and needs. According to the segmentation, the Maxim's Cake and Bakery Division's brand portfolio consists of Maxim's Cakes, Arome Bakery, URBAN and M18. The organization uses various platforms and approaches to proactively obtain and handle feedback from its existing, potential and competitors' customers. For example, a survey which focuses on 6 major areas is conducted regularly, and its result are automatically sent to relevant store-in-charge monthly for performance review. Competitors' satisfaction is collected through its online survey, market research and independent mystery shopper visits. Once dissatisfaction is identified, email will be automatically generated to inform the CS hotline team, operations and training division to follow up the case.

Different scope of market research and analysis are used to understand factors about product offerings and customer needs. New product ideas are developed through R&D and Manufacturing Department that have also been inspired from trade fairs and research overseas. The management also builds a two-way communication platform through its customer membership program.

### Measurement, Analysis and Knowledge Management

Each strategic objective owner identifies departmental Key Performance Indicators (KPIs) that align with the group's balanced scorecard that is based on 4 key result areas (People, Customer, Growth and Brand Maxim's). Key comparative measures (e.g. Customer Voice Program, mystery shopper program, sales and profit results from competitors, market share) against competitors, market, and other business units of the mother company are selected and monitored. A performance analytical tools (Qlikview) provide instant performance dashboard and trend analysis for the management to review financial and performance and customer satisfaction.

There is also a knowledge management system to share best practices and key knowledge areas including cultural, market, customer/operations, produce and production. Internal audits are carried out annually to ensure the compliance with PCI DSS (Payment Card Industry Data Security Standards) and ISO 9001:2008 standard.

還為每個品牌制定了三年績效預測，包括對比數據和基準研究。

### 客戶焦點

公司將顧客分為幾個不同銷售對象，每一組都有明確定義的特徵和需求。根據市場分類情況，美心西餅部發展了一個包括四大品牌的組合：美心西餅、東海堂、URBAN 和 M18。公司使用各種平台和方法，從現有顧客、潛在顧客和競爭對手顧客主動蒐集意見。例如，定期舉行針對六大範疇的調查，並每月自動將結果發送給相關的店舖主管，進行績效審查。通過網上調查、市場研究和獨立神秘顧客評估，收集競爭對手的滿意度數據。當客戶投訴確認後，將自動發送電子郵件，告知客戶服務熱團隊、營運和培訓部門，對事件進行跟進。

通過不同範疇的研究和分析，瞭解產品所提供的與顧客需求的因素。研發及產生部門在推出全新產品理念的過程中，會以各種商展和海外研究為參考。另，部門推出的客戶會員項目，是管理層與客戶進行雙向溝通的平台。

### 評估、分析和知識管理

每一個策略目標的主體部門，都負責制定部門的關鍵績效指標。該指標必須符合集團的平衡計分卡。該積分卡涵蓋了四個主要績效指標：人才、顧客、增長、美心品牌。選擇執行關鍵比較措施（譬如顧客之聲計劃、神秘顧客計劃、來自競爭對手的銷售和利潤結果，市場佔有率），並對之予以監督。公司的績效分析工具 (Qlikview) 為管理層提供了即時績效儀錶板和趨勢分析，用於檢查財務、績效和顧客滿意度。

公司還採用了一個知識管理系統，實現最佳運作方法和分享主要知識領域，包括文化、市場、客戶/營運、產品和生產領域。公司每年進行一次內部審查，以確保符合支付卡行業數據安全標準和 ISO 9001:2008 國際標準。



### Workforce Focus

The management conducts workforce capability needs analysis by utilising different tools. For example, the management assesses its hiring needs by using the sales performance and other data generated by the Labour Scheduling Tool. Maxim's Cake and Bakery Division has applied simple but effective training programs to equip the new recruits with necessary knowledge. For example, some stores will be appointed as Training Stores to accommodate new recruits. Mentorship program with designated mentor is assigned to the new staff, and the progress is recorded in a tailor-made teaching guide book.

Strong leadership is evident in fostering direct and transparent communications in the organization, and various communication channels are in place with the senior leaders' participation (e.g. "Skip-Level" communication sessions, Open Forum, General Manager's Mailbox, VMV Communication Session etc.)

### Operations Focus

Work processes are designed for robust and effective mass production, while embedded with agility and industry-leading technology to cater for rapid market changes. The Production Management System is a fully integrated Information Technology System that provides information link from cake stores to factory. Good Manufacturing Practice (GMP) requirements and Quality Assurance systems are used in bakery plant and production designs, and the bakery plant is ISO22000 and Hazard Analysis and Critical Control Points (HACCP) certified. Raw materials and finished products undergo quality control and inspections in order to fulfil the regulatory requirements and standards. Six Sigma DMAIC projects are formed to improve quality and efficiency. Key process requirement is aligned with in-process KPIs and core competence.

Supply chain is managed by the Group using a comprehensive Supplier Assessment Program with a weighted supplier measurement checklist. There is a comprehensive control mechanism that focusses on cost, quality of ingredients and production efficiency with quality check and hazard analysis. Sensory test are conducted for new product launch, and new product demonstrations will be given to the production teams. Occupational Health & Safety Committee has been set up and conducts annual rehearsal on recall procedures and risk handling procedures for emergency preparedness.

### 工作團隊焦點

管理層使用多種工具，對員工能力需求進行分析。譬如，管理團隊可以就通過勞動計劃方案所產生的銷售績效和其他數據，部門聘請需求進行評估。美心糕點和西餅部門制定了簡單而高效的培訓計劃，新僱員提供主要的知識。譬如，一些店鋪被指派訓練店，負責接收新僱員。公司還推出了指導學員計劃，為新僱員指派導師，並將整個學習與指導過程記錄在「我的美味日誌」。

公司內直接、透明的溝通模式造就良好的管治，設立了由高層管理人員參與其中的多個溝通渠道〔譬如跨層溝通會、自由講（員工溝通大會）、總經理郵箱、集團願景、使命、原則溝通大會等〕。

### 營運焦點

為實現健全高效的批量化制定工作程序，美心採用了領先業界技術，應對快速變化的市場趨勢。公司的生管理體系是一個全整合式資訊科技系統，為店鋪和廠房之間提供了信息鏈接。在廠房和生的設計過程中，嚴格遵守良好生產規範要求並採用品質保證系統。廠房已獲得 ISO22000 和危害分析重要管制點國際認證。為了符合監管部門的要求和標準，必須對原材料和成品進行質量控制和檢查。另，美心制定六西格瑪改善小組，以改善質量和效率，其主要程序要求與程序內關鍵績效指標和核心能緊密結合。

集團設計了一個綜合性供應商評估計劃，通過其中的供貨商測量表，對供應鏈進行管理。採用了一個綜合性控制機制，通過質量檢查和風險分析對成本、原料品質和生效率進行控制。在推出新產品時會進行試食活動及向生產團隊提供新品的示範。集團成立了職業安全委員會，實施年度召回程序和風險處理程序的演習項目，對可能出現的緊急情況進行準備。





## Results

Maxim's has exhibited a healthy upward trend in financial return with a satisfactory profit margin as compared with other major F&B retailers. For example, mooncake sales continues to record year on year growth. Competitive benchmarking in the form of "Mystery Shopper Visits" has also recorded high customer satisfactory on service quality, product quality and environment against other retailers in the cake and bakery section and other famous retail brands in Hong Kong. By using the multi-brand strategy, via Urban and M18, the organization has successfully expanded its market segments. Good supply chain management is recorded. In the area of people management, a substantial reduction in part-time workforce turnover rate is much in evidence.

CBD's has demonstrated strong commitment to promote Total Quality Management that balances the interests of its stakeholders. Most importantly, in order to realize its Vision "to be the most preferred cake and bakery brand that creates memorable moments", the senior leaders of the organization have engaged their employees, customers and community to strive for continuous improvement and innovation.

## 業績

在財務收益方面，美心發展穩步上揚，與其他主要餐飲零售企業相比，獲得了令人滿意的利潤率。例如，每年獲得增長的月餅銷售率。通過「神秘顧客」進行的競爭基準調查，在服務質量、產品質量和環境方面，美心的顧客滿意度高於香港蛋糕和西餅行業中的其他零售商和知名零售品牌。公司通過推出 Urban 和 M18 實現多元化品牌策略，成功開拓了其他市場類別。公司還紀錄了良好的供應鏈管理。在人材管理方面，兼職員工的流失率明顯下降。

美心西餅部致力於促進整體質量管理，平衡股東利益。最重要的是，為了實現其願景：「成最受歡迎的糕點和西餅品牌，打造令人難忘的回憶」，公司的高層領導深入到僱員、顧客和社區之中，努力實現持續改善和創新研發。