



Report from The Board of Examiners (Special Award for SMEs) 評審委員會報告 (中小型企業特別獎)



Founded in 1950, Tung Fat Ho Building Material Limited (TFH) is one of the leading local ironmongery suppliers in Hong Kong. With concerted team efforts and skilled professionals, TFH transformed from an initial retail timber business into a current total solution service business. TFH built up strong business portfolios through designing, developing and marketing ironmongeries for diversified construction and renovation projects of leading corporations. Coupled with a solid and steady clientele, TFH thrives to expand their product lines to anticipate future needs of the industry through delivering exemplary service as well as quality excellence.

Leadership

TFH sets a clear company mission – “We engage in designing, developing and marketing ironmongeries for construction and renovation projects. We take care of the details in the fitting-out process that architects and designers might not want to deal with.”. The company upholds their 3 core values – “Specialized”, “Reliable” and “Service” through delivering customized total hardware solutions with architects and designers. The senior management has a clear vision to transform the company into a professional company offering quality solutions on building security systems and related sub-systems.

On societal responsibilities aspect, TFH initiates “Inclusive Design” concept to encourage architects and designers to incorporate accessible facilities for needy people, e.g., the disabled, the elderly and children, in their solutions. TFH also commits strongly to cascade corporate social responsibilities concept to all levels of staff by encouraging community work and integrating internal staff activities with voluntary service.

For governance, TFH spearheaded the implementation of ISO 9001 and ISO 14001 certifications in the industry.

Strategic Planning

TFH is adept at strategic planning to expand its sales volume and establish good business relationships with its clients through being responsive in mapping out both short-term and long-term plans, even in times of uncertainty. TFH monitors market demands closely, e.g., university expansion under the 334 academic reform and seizes business opportunities during volatile economic conditions, e.g., SARS.

同發號建築材料有限公司 (同發號) 成立於 1950 年，是香港知名的五金品供應商。通過協同的團隊努力和表現卓越的專業人員隊伍，同發號經已從一家木材零售企業轉型為建築專案服務供應商。同發號主要大企業的多種類型建築和翻修項目提供品，通過這些項目設計、研發和營銷建築五金材料，建構了強大的業務組合。公司擁有長期穩定的客戶群，提供堪稱業內典範的服務和卓越品質。在這個過程中，公司還對行業未來的需求進行預測，全力開拓不同的品系列。

領導才能

同發號制定了明確的公司使命：我們建築和翻修項目提供五金品的設計、開發和營銷服務；在安裝過程中，我們為建築師和設計師提供細節的配套方案。公司秉承著三個核心價值觀：專業、可靠及服務，以此向建築師和設計師提供特製的整體硬件使用方案。高層管理團隊的願景非常明晰：轉型成一家專業化公司，提供建築安全系統和相關子系統的高品質專案服務。

在社會責任方面，同發號提出了「和合設計」(Universal Design) 概念，鼓勵建築師和設計師在其使用方案中結合無障礙設施，服務老幼病殘社群。同發號鼓勵員工參與社區工作，將志願服務與內部員工活動互相結合，致力將企業社會責任的概念推廣到各級員工之中。

在治理方面，同發號是業內首家獲得 ISO 9001 和 ISO 14001 認證的企業。

策略性規劃

同發號積極制定短期和長期規劃，即使是在外圍狀況不穩定的時期，也能通過策略規劃提高銷量及與客戶建立關係。同發號密切監測市場需求，早著先機，例如：334 大學改制預期進行宿舍擴展項目。此外，還善於在經濟波動的情況下 (如在非典期間) 抓住業務機遇。



Top management excels at anticipating future needs and formulates key success strategies to enhance company's branding. Marketing strategies are adopted to strengthen its market position through media interviews, show sponsorships and various social medial channels. These successfully enhance company's competitive edge and translate strategies into results.

Customer Focus

TFH is dedicated to provide professional customized total solutions to clients and build long-term relationship with existing customers. There are three sales teams to serve different customer segments and requirements. A Wanchai showroom was set up to cater the needs for potential leads, customers and contractors to deepen their understanding on company's products. It also serves as a platform for customer interaction. This is also a strategic move to rebrand the company from a retailer to a service provider.

TFH deploys various channels to engage customers and collects feedback. The company values after-sales services and sets up an engineering team to deliver at least one-year warranty instead of the industry's three-month warranty norm. Activities such as wine tasting and product briefing are organized to express its gratitude to the customer's support, and gather feedback for management on future strategies.

Measurement, Analysis, and Knowledge Management

TFH implements international standard programs on quality and environmental protection and was awarded ISO 9001 and ISO 14001.

A comprehensive Customer Relationship Management is deployed to improve operation efficiency and accuracy. Software packages such as "Sharepoint", "Skype" and "ERP" are adopted to enhance mutual information exchange and encourages knowledge sharing culture.

Workforce Focus

TFH values people as their key assets. The company has earmarked 2.5-3% of payroll for staff to attain professional qualifications and skills enhancement. This is again part of the strategy to transform the company to a professional service provider. Collaborated technical programs with business partners are introduced to allow staff keep abreast of the latest market trends.

高層管理團隊具有前瞻性的遠慮，制定了多項重要的成功策略，提高公司的品牌知名度。公司採用的營銷戰略，通過媒體訪問、展覽贊助和多種社交媒體渠道，強化其市場地位。這些方法成功提升了公司的競爭力，將策略轉變成實際的成果。

客戶焦點

同發號致力於向客戶提供整體性、專業化的專案顧問服務，與現有客戶建立長期關係。公司共有三個銷售團隊，不同的客戶類別和客戶要求提供服務；並在灣仔成立了一個陳列室，旨在加深客戶和供應商對公司產品的認識。該陳列室也用作與客戶互動的平台。此舉也是一項策略行動，推動公司從零售商轉型專案服務供應商。

同發號採用了不同形式的客戶參與渠道，收集客戶的意見。公司非常注重售後服務，不僅成立了一個專門的工程團隊，還提供至少一年的售後保養，而行業內普遍的保養期只有三個月。公司經常舉辦活動接觸客戶，例如酒會和品簡介會等，以此回饋客戶支持，收集客戶意見，作管理層制定未來策略的參考。

評估、分析和知識管理

在質量管理和環境管理方面，同發號申請了多個符合國際標準的系統認證，並已獲取 ISO 9001 和 ISO 14001 認證。

公司制定了全面的客戶關係管理體系，改善營運效率和準確性。通過多種通訊軟件的使用，加強雙向信息交流，例如 Sharepoint、Skype 和 Enterprise Resource Planning (ERP)，並鼓勵員工在公司內建立知識共享文化。

工作團隊焦點

同發號將員工視公司重要資產。公司預留了約佔所有薪金 2.5-3% 的金額培訓僱員，以獲取職業資格，提升個人技能水平，這也是公司轉型專業服務供應商的策略之一。此外，公司還引進了與業務合作夥伴共同開發的技術項目，幫助員工隨時掌握最新市場趨勢。



TFH sets high priority in occupational safety and health. Protective gears and a series of safety training are offered to ensure its workforce environment conforms to regulations.

On workforce engagement, TFH advocates creating work-life balance and happy workplace. Social gatherings such as Christmas celebration party and family day are regularly held to build team synergy. Flexible working mode is offered to staff who are child care-taker.

Operations Focus

TFH is the first in the industry to deploy ERP system and ISO accreditations. An information systems consultant is appointed to help ensure that the system is hassle-free. Products are designed in accordance with ISO standards. Architect design specifications ensure the project control and management, whereas the Master-key system ensures the safety and emergency preparedness. All processes are documented under standard operating procedures.

Results

TFH is the market leader in ironmongery supply occupying a considerable market share in the industry. It has a wide business scope covering shopping mall, hospitals, schools, residential estates, hotels and clubs, etc. Financially, promising results were achieved in the past few years.

TFH has shown strong commitment in corporate social responsibility and being a caring employer. The company was awarded the “Caring Company” by the Hong Kong Council of Social Service in the years of 2012-2014 and “HSBC Living Business People Caring Award” in 2012. In view of training & development, award such as “ERB Manpower Developer Award 2013-2015” also demonstrated TFH’s excellence in leading a learning company culture. For environmental protection efforts, TFH was awarded the “HSBC Living Business Green achievement Award” in 2012.

同發號非常注重職業安全和衛生。除了向員工提供防護設備，公司還進行一系列的安全培訓，確保員工的工作環境符合監管要求。

在員工參與度方面，同發號致力平衡員工的工作與生活，員工提供一個快樂的工作場所。定期舉行社交聚會，如聖誕聯歡和家庭日，提升團隊之間的合作關係。同時，為需要照顧子女的員工提供靈活的工作模式。

營運焦點

同發號是業內首家採用 ERP 系統並獲得 ISO 認證的企業。同發號特別外聘資料管理系統顧問，負責確保系統暢順運作。公司根據 ISO 標準設計品，嚴格按照建築設計規格進行項目測控和監管，採用 Master-key (萬能鑰匙) 系統，確保安全性和應急準備工作。所有程序都按照標準營運程序進行備案。

業績

同發號是五金品供應領域的企業領導者，佔據高市場份率。公司的業務領域廣泛，涵蓋了購物中心、醫院、學校、住宅地、酒店和俱樂部等項目類別。此外，公司的財務表現在過去的幾年也取得了卓越的成果。

同發號全力以赴履行其企業社會責任，已發展成一家關懷社會的企業。在 2012 至 2014 年間，公司獲得了香港社會服務聯會主辦的「商界展關懷」計劃獎勵，2012 年獲得「匯豐營商新動力獎」。此外，在培訓和發展方面，公司於 2013 至 2015 年獲得「ERB 人才企業嘉許」，充分顯示出同發號在發展學習型公司文化方面的卓越能力。在環保方面，同發號在 2013 年獲得「匯豐營商新動力綠色成就獎」。