



Report from the Board of Examiners – Certificate of Excellence 評審委員會報告 — 卓越獎



A.S. Watson Retail (HK) Limited – Watson’s The Chemist is part of the A. S. Watson Group, offering health and beauty products with a wide range of services and developing a portfolio of specialist store formats for consumers with specific needs and interest.

Senior leaders have a clear focus of action aligning with organization vision and they encourage innovation to support strategic development. The organization has clear organizational values for all levels of staff. Management focuses on business growth, engagement with workforce and assessment to manage risks and opportunities. Clear organizational performance measurement dimensions are found. In addition, the company has comprehensive governance systems with various efforts such as dual reporting role for critical roles, level of authority matrix and Group Investment Committee. There are comprehensive corporate policies that are supported by strong depository of operational standards. The organization has clear, resourceful and independent internal and external audit functions governing its performance.

The development of strategy derives from customer experience. Strategy setting ties with organizational performance measurement dimensions, focusing on sales and market growth, EBIT growth, customer loyalty and operational excellence. The existence of board of directors as higher authority would inevitably able to ensure better strategy setting in terms of details and commitment in strategy development process. Also, the organization has a clear strategy execution through KPI setting and accountability, aligning with the “fostering high performance culture”. Management team members regularly challenge each other on strategy, performance, responsibility and accountability so as to keep them from sticking to preset budgets and rules rigidly without business flexibility.

屈臣氏集團旗下的屈臣氏零售(香港)有限公司——屈臣氏專門提供保健及美容產品，並開設多家專門店，根據客戶不同的要求和興趣提供無微不至的多元服務。

高層管理人員目標明確，根據公司的願景執行政策，並鼓勵創新，以支持策略發展。公司上下全體全真深明公司價值觀。管理人員專注於拓展業務，與員工緊密聯繫，並評估風險和機會。公司設有清晰的業績評估指標。此外，管治系統非常全面，發揮不同效能，例如主要職位具有雙向報告的職責，並界定授權的範圍和集團投資委員會。公司政策全面，符合經營標準，內外的獨立審核團隊擁有豐富資源，確保表現卓越。

公司會根據客戶的體驗數據擬定策略發展，過程與公司的業績評估指標息息相關，並集中於銷售及市場增長、除稅及利息前溢利增長、客戶忠誠度和卓越經營等因素。制定策略時，權力最大的董事會能確保策略詳情和效用能達致最佳效果。此外，公司秉承「勇獲佳績」的企業文化，運用關鍵績效指標 (KPI) 設定和責任制來推行策略。管理團隊之間會就策略、業績和責任，定期互相質詢，以確保管理團隊並不只是紙上談兵或僅按本子辦事而不會變通。





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Various channels are used to collect VOC from potential, former and lapsed customers. There are procedures and qualitative and quantitative tools to track customer feedback before launching products. There are post-launch tracking and analysis of VOC for product enhancement. There is a very strong CRM system to perform analytics on customers' buying behaviour based on which predictive marketing strategies to be executed.

Capability and capacity assessments are conducted by Human Resources Director and department heads, and the staff costings and headcount levels will be adjusted according to the change of market situations or business needs. For example, the management has taken proactive actions in adjusting headcounts to cope with the drop in sales due to the drop in numbers of mainland tourists. A recreational club named “A.S. Watson Lifestyle Club” is established to enrich employees' lives and promote a sense of belonging. Also, the Qualification Framework Training Programmes are well designed fitting into the user manuals given to the employees and this is an effective approach in elevating the professional qualifications in the retail industry. Furthermore, the e-Learning and PocketU systems are well designed and deployed.

The organization has a very structured product management “PLAN. BUY. MOVE. SELL” process with an 11-step collaborative approach in business operation. There is a clear linkage of business performance targets and performance results along with different areas of the business process, enabling business process performance analysis and reactive actions. Crisis management system with a dedicated team demonstrates ability to cascade “line to take” messages to frontline store to answer customer concerns. Strong supply chain management is characterized by systematic evaluation of suppliers' performance during the entire product manufacturing and sales cycle.

In conclusion, Watson's The Chemist has an effective and systematic approach responsive to the overall requirements of the Malcolm Baldrige criteria. The approach is well-deployed and aligned with its overall organizational needs as identified in response to the organizational profile and other process items and therefore supports its significant annual growth rates.

公司會從不同渠道收集潛在、過往及流失客戶的心聲 (VOC)。在推出產品前已設立程序，利用質化和量化工具來追蹤客戶意見。為不斷優化品質，產品推出後亦會追蹤和分析 VOC。旗下的客戶關係管理 (CRM) 系統功效顯著，能根據所執行不同的營銷策略，分析客戶的消費模式。

公司的人力資源部總監和各部門主管會進行能力和生產力評估，並根據不同的市況或業務需要，調整職員薪金和人數。舉例來說，訪港內地旅客數量下跌，銷售額減少，因此，管理層配合業務變化，主動調整職員人數。公司亦成立了名為屈臣氏集團「拉闊生活新一族」的康樂會，讓僱員的生活更多姿多采，建立歸屬感。此外，資歷架構培訓計劃符合分發予僱員的《使用者手冊》上所載目的，而且能有效提高零售業人員的專業資格。除此以外，公司設有全面的電子學習和 PocketU 系統。

公司的產品管理「計劃、購買、行動、出售」(PLAN. BUY. MOVE. SELL) 過程有架構而全面，輔以 11 項步驟的合作方法經營業務。目標業績、實際業績與不同業務流程緊密聯繫，故可分析業務流程的表現和推行相應措施。公司亦設有團隊專門跟進危機管理系統，能讓前線店舖同事以統一答案回應客戶的疑慮。完善的供應鏈管理包含系統化地評估供應商在整個生產過程和銷售週期中的表現，別具特色。

總括而言，屈臣氏的系統化策略別具效力，符合美國「鮑德里奇國家質量獎」的標準。公司的策略用得其所，可滿足其於公司概況內載述的整體需要，並針對其他過程項目作出相對安排，支持公司業務每年顯著增長。

