



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



Kerry Logistics Network Limited
嘉里物流聯網有限公司

Headquartered in Hong Kong, Kerry Logistics Network Limited is one of the leading logistics service providers. It has a far-reaching global network that stretches across six continents, and has the largest distribution network and hub operations in Greater China and the ASEAN region. Its business encompasses integrated logistics, international freight forwarding and supply chain solutions to serve its global customer base from various industries. With over 20,000 employees from all over the world, the company sees itself as a United Nations treasuring “diversity” and holds the belief of its core value VOICE (i.e., Value Creation, Openness, Integrity, Commitment and Excellence) to distinguish themselves from its competitors. Senior leaders promote a strong customer engagement culture with strong focus on actions while balancing the value for customers and other stakeholders.

Given a huge geographical spread on its operation across 40 countries and territories, senior leaders with diverse backgrounds and expertise have successfully created an organizational environment to improve its organizational performance, communication across units and knowledge management. They are also receptive to demonstrating their commitment to legal and ethical behavior, supporting innovation and intelligent risk taking to align with strategic objectives and managing to achieve all key aspects of its governance system. All their actions reflect high commitment to its core values.

The company’s strategic development is based on its global network and market dominance with strategic objectives focused on key market segments determined from direct marketing information solicited from clients. The company manages its supply chain to support customers’ core business operations in the region and adopts innovative technologies such as virtual buying office and robotic fulfillment solution.

嘉里物流聯網有限公司是其中一家最大型的物流服務供應商，總部設於香港，廣泛的業務網絡遍及六大洲，於大中華和東盟地區擁有最龐大及密集的配送網絡和物流樞紐。業務範圍包括向全球不同行業的客戶提供綜合物流、國際貨運及供應鏈解決方案。嘉里物流於全球各地僱用超過20,000名員工，可算是貫徹「多元文化」思想的聯合大企業，並堅守企業核心價值VOICE，即創造價值(Value Creation)、開放思想(Openness)、堅守忠誠(Integrity)、竭盡所能(Commitment)和追求卓越(Excellence)，務求在業界脫穎而出。公司的高級主管致力鼓勵員工與客戶建立緊密聯繫，全力以赴，妥善執行策略，同時維護客戶和其他利益相關者的利益。

基於嘉里物流的業務踏遍40個國家和地方，故來自不同背景和擁有不同專門技術的高級主管成功建立多元組織文化，提升公司業績，增強各部門之間的溝通和有效管理知識。此外，他們敢於履行法律及道德的承諾，支持創新、承擔風險，以達成策略目標，並致力優化管治系統的所有關鍵部分。他們的傑出表現均反映公司竭盡所能，堅守企業核心價值。

嘉里物流按照從客戶意見所得的直接營銷資訊來分類市場，並根據全球網絡和市場優勢，制定針對關鍵市場分類的策略。公司安排供應鏈服務，支援客戶經營區內核心業務，並採用虛擬採購辦公室和自動化方案等創新科技。





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By positioning itself as Asia's premier logistics service provider and seeking to serve large multinational corporations, the company provides a wide range of value-added and tailor-made services to help its customers to solve business issues. For instance, the company has managed to provide local package services to a chocolate company. They did not only help the customer to cut the freight cost for shipping chocolate without bulky packaging, but also supported the customer to pack the chocolates agilely according to the customers' promotional campaigns for different festivals.

The company is committed to continuously evaluating and adopting innovative technologies to support its customers. For example, its Warehouse Management System allows a high degree of customization and can be integrated with its customer's enterprise resource planning systems to provide end-to-end supply chain visibility. The company is one of the first Third-Party Logistics providers in Asia to adopt robotic butlers in its operations where real time sales orders are received and therefore the company is able to introduce "goods-to-picker" process for assuring a more efficient warehouse operation. In addition, the company has developed a proprietary online platform called KerrierVISION to enable its customer to track inventory, freight, purchase order and delivery status easily. Facing the dynamic market, the company further revamped its order management system Virtual Buying Office in 2015 to link all parties in supply chain to one global platform, providing visibility from sourcing purchase order creation to final delivery.

Kerry Logistics demonstrates effective and systematic deployment responsive to the overall requirements of the Malcolm Baldrige criteria. In particular, the company has demonstrated a fact-based, systematic evaluation and improvement process and organizational learning including innovation, in alignment with its overall organizational strategic objectives. This is reflected in a very strong and stable client portfolio with increasing turnover and profit growth since 2010.

公司作為亞洲領先的物流服務供應商，致力為大型跨國企業提供一系列度身訂造的增值服務，為客戶解決業務難題。例如，公司為一家朱古力公司提供本地包裝服務，此舉不僅可為客戶節省運送大型體積包裝的貨運成本，亦可根據客戶就不同節日的推廣計劃，提供迅速的朱古力包裝服務。

嘉里物流不斷發掘和採用創新技術，支援客戶需要。例如旗下的倉庫管理系統讓客戶可隨意整理貨品，並連同其企業資源規劃系統一併使用，從供應至到貨的物流狀況一覽無遺。公司是全亞洲率先採用機械管理人經營業務的第三方物流供應商之一，客戶的實時銷售訂單會傳送至機械管理人以供運作，公司亦因而引入「直抵收貨」(goods-to-picker)程序，確保倉庫能更有效地運作。此外，公司開發了專有的網上平台 KerrierVISION，客戶可輕易地追蹤庫存、貨運、訂單和送貨狀態。為了緊貼市場，公司亦於2015年進一步改善名為虛擬採購辦公室(VBO)的訂單管理系統，並設有全球平台，集合各方供應鏈，從下單訂購原材料至最終運送服務一應俱全。

嘉里物流以系統化的高效管理方針，細節安排妥當，完全符合美國「鮑德里奇國家質量獎」的標準。公司的其中一項特點，是客觀地執行系統評估，規劃改善流程，安排創新的學習培訓課程，並最終達致公司整體策略目標。因此，自2010年起，公司的客戶數量龐大而穩定，且錄得銷售額和利潤不斷增長。

