



Report Summary – Special Award for SMEs 報告摘要 — 中小型企业特别獎



Company Background

Established in 1972 and employing approximately 150 IT professionals, Armitage is one of the leading local IT solutions providers and application software developers in Hong Kong and the PRC delivering to customers in sectors including the logistics / transportation, manufacturing, Government and public sector. Other than providing customized I.T. solutions system development and implementation services, I.T. project management and development, maintenance and enhancement services, system integration services, and I.T. secondment services, we also sell different I.T. products including our proprietary application ERP software AIMS; the Fleet Management System; KONTO 21, an accounting system also developed on our own, as well as other third party application software packages such as SuiteCRM and Microsoft Dynamics CRM. We are among the very few local I.T. companies that possess both CMMI Level 3 as well as ISO 27001 accreditations.

Leadership

Our company vision and values are very important and act as fundamentals to our business strategies and we constantly communicate these values to our staff through different communication channels. Because we believed that loyal customers are not simply the result of great products but of great experiences with the company, meaning employees play a key role in customer experience, we believed it is crucial for us to make our staff understand and live the company's promise in order to succeed in delivering a strong brand. Our communications department helps to relay messages internally and externally and ensure that everything is aligned.

公司背景

成立於1972年的萬迅科技於中港兩地設有辦事處，聘用150多名專業人士為客戶提供資訊科技解決方案及應用軟件開發服務。萬迅服務本港多個行業包括物流業、製造業和政府及公營機構等，是行內少數擁有極高信譽的本地公司。除了提供資訊科技方案、系統開發和實施服務，我們也提供項目管理、維護服務及外包服務。同時我們亦有售賣及代理不同產品，包括自家開發的企業資源管理系統AIMS ERP；車隊管理系統；會計系統KONTO21，以及銷售第三方應用軟件如 SuiteCRM 和 Microsoft Dynamics CRM。我們是極少數同時具有CMMI第三等級認證和ISO 27001:2013認證的本地資訊科技公司。

領導才能

我們非常重視公司願景和核心價值，並以此作為持續發展的基石。我們透過各種渠道對員工傳達訊息，因為我們相信忠實的客戶不僅僅是源於優秀的產品，整個體驗過程同樣重要，意味著員工在客戶體驗方面起著關鍵的作用。我們認為要令同事明白和活出公司承諾非常重要，而我們的企業傳訊部的存在，就是確保訊息由內至外都正確無誤的傳遞，使所有人想法和目標一致。





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We also actively promote to engage our colleagues to participate in our CSR activities in giving back to the community. The Armitage Volunteer Team and a reward program were established in 2010 to encourage staff participation in our CSR programs.

Strategy

We identify our strength, weaknesses, opportunities, and threats using the SWOT methodology and develop a balance scorecard by categorizing them into 4 categories: Financial Perspective, Customer Perspective, Internal Process Perspective, and Learning and Growth Perspective to study their inter-relations and how respective departments can contribute for better outcomes.

We adopt the Kaizen methodology to help us evaluate our problems. By applying the visual management procedure, invisible problems are visualized for easy monitoring. Inspired by 5S methodology and perform Plan, Do, Check, Act every 3 months to re-engineer our work operation process and reduce wastage if necessary. Finally, we perform the “Quick Change Over”.

Customers

For the I.T. industry, the clearer we understood our customers’ requirements, the lower remedial measures and subsequent costs would be required in the future, therefore we greatly value the process of getting accurate customer requirements. To do that, we conduct at least 2-3 times face-to-face meetings with our clients to better understand their needs. Our senior level project managers will also execute a detailed project walk-through before project kick-off.

Knowing that understanding the voice of customer is key to a successful business relationship, we conduct a bi-annual customer-service survey to identify what customers want and to ensure our customer service quality is up on par. We have also recently launched a 7x24 online supporting portal for our customers to resolve technical issues.

Customer retention rate is the key to any successful business, thus we put effort into building customer loyalty and have organized various loyalty programs from time to time.

我們積極推動同事參與公司舉辦的企業社會責任活動回饋社會。為鼓勵同事，萬迅義工隊及獎勵計畫於2010年成立。

策略

我們利用SWOT找出公司的優點、弱點、機會和威脅，然後透過「平衡記分卡」歸類為4個範疇，包括財務、客戶角度、內部流程和學習與成長角度來研究它們相互之間的關係，及各部門改善的方法。

我們採用持續改進的方法(Kaizen)來評估問題。通過視化管理過程(visual management procedure)將看不見的問題形象化以便監控。同時，從五常法(5S)得到啟發，我們每三個月進行規劃、執行、糾正、改進(Plan, Do, Check, Act)重新設計工作流程，減少浪費。最後，我們進行「快速更新」。

客戶

於資訊科技行業而言，越是精準了解客戶需求，越可以避免未來在事後補救帶來的額外成本。要做到這一點，我們與客戶於項目開始前進行至少2-3次面議，溝通清楚以了解客戶需求。

我們每年進行兩次顧客服務調查，了解客戶需要和確保服務質量達標。公司最近亦推出全天候的在線支援平台，為客戶解決技術問題。我們同時亦花不少時間舉辦各類活動以增加客戶的忠誠度。





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Measurement, Analysis and Knowledge Management

Monitoring is essential to keep track of our performance and to improve. Our management team will study the company's balance scorecard to study our productivity ratio, quality ratio, and cash flow ratio to identify problems associated with our overall performance and areas of improvement. Since Productivity Ratio is directly related to staff's performance and efficiency and affects our resource allocation, by studying this figure we can improve staff's work efficiency. By measuring the quality ratio, we can quantify our number of rework needed for projects, number of bugs compared to deliverables, which all affects project acceptance rate and delivery schedule. Last but not least, cash flow ratio is necessary to evaluate our overall organizational performance because it looks at cash flow indicators. These ratios can give users another look at the financial health and performance of a company.

Workforce

We strongly believe that providing adequate career advancement opportunities and career development planning to employees are the two most important mechanisms for retaining high performers. Other than the regular self-appraisal program directly tied to pay and compensation, we also have one-on-one catch up every 6 years between superior and staff, as well as an annual anonymous Employee Opinion Survey, where staff is allowed to rate and give opinions on the company on different aspects including job design, working environment, leadership, and communications.

We realize that company culture is a competitive differentiator and that employee recognition programs can promote employee engagement and create a positive work experience. Throughout the year, we run different internal campaigns to promote a cohesive and positive working atmosphere.

Operations

Adopting Kaizen's methodology, we believe that everything must be visualized to make an effective evaluation. We use the Redmine software

評估、分析和知識管理

監測是持續改善和發展的基石，因此我們的管理團隊會定期研究公司平衡計分卡上的的生產比率、質量比率和現金流比率，量度公司表現和需要改善的地方。由於產能比率直接關係到員工的表現和績效，提升此比率就意味著員工的工作效率有所提高。至於質量比率就可以量化因重造次數和程序錯誤 (bug) 數量等問題導致的項目延期交付。而現金流比例率就能衡量公司的整體績效。這些比率都能為管理層對公司的財務狀況和表現作為一些參考。

工作團隊

我們堅信要留住出色的員工，公司必須要有良好的晉升架構和事業發展規劃，因此除了年度自我評估外，我們亦設立每六個月直屬上司和下屬的會面，以及每年的不記名員工意見調查，供員工就工作範疇、環境、領導能力和溝通等方面去評分。我們亦會定期舉辦不同計劃鼓勵同事，提倡正面的工作氣氛。

營運

我們明白到所有問題都必須可視化 (visualize) 才能有效監察和評估，因此會把軟件開發過程出現的程序錯誤和所需





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platform to record the number of bugs or man-day needed for our software development process, review figures in every quarter's Kaizen meeting, and discuss on solutions to improve work processes. We also study other figures such as whether our delivery schedule is on time, our profit ratio, and the return of customers. Following the delivery of our projects, we also conduct a post-UAT survey (User Acceptance Test) to retrieve users' comments and direct response regarding our service and product quality and work schedule upon completion of projects. We study the results to better improve our future work processes.

Results

We have attained CMMI Level 3 certification. Our proprietary product AIMS ERP system has been awarded Hong Kong ICT Awards 2011: Best Professional Development (Other Professional) Bronze Award, and our FMS (Fleet Management System) has also won the Hong Kong ICT AWARDS 2012: Best Green ICT (Innovation) Silver Award.

We have over 1000 clients and more than 30% of our existing clients possess over 10 years of work relationship with us, showing that over the years we have lived up to our promise and successfully delivered quality work.

Results from our Customer satisfaction survey are pleasing, with 80% of our existing clients ranking our customer service an outstanding 9 out of 10 points.

Armitage is committed to taking smart and responsible actions to safeguard the health of future generations. We have been awarded for the fourth consecutive year the Progress Award and the Participant Award at the Friends of the Earth's Energy Saving Contest 2015, as well as the Caring Company Award, the Partner-Employer Award by the HKGCSME and Happy Company Award.

We possess ISO27001:2013 certificate for the security management of information systems, showing that the company's information risk management processes' legal, physical, and technical controls are working according to the code of practice.

時間以 Redmine 軟件平台記錄下來，並在每季的持續改善會議上討論改善方案，提高流程效率。完成項目交付後，我們亦為客戶進行用戶驗收測試 (UAT 調查)，以便改進日後的工作流程。

業績

萬迅早於 2011 年已獲取軟件能力成熟度模型 (CMMI) 第三等級的認證。我們的專利產品 AIMS 企業資源系統於 2011 年獲得香港及通訊科技獎：最佳專業發展 (其他專業) 銅獎，而我們的車隊管理系統 (FMS) 亦贏得香港及通訊科技獎 2012：最佳綠色 ICT (創新) 銀獎。

我們擁有超過 1000 個客戶，當中 30% 以上保持最少 10 年的合作關係。

從我們的客戶意見調查結果顯示，多達八成的客戶對我們顧客服務表現評分達 9 分以上 (以 10 分為滿分)。

萬迅就保護環境和回饋社會等不遺餘力。我們已經連續四年獲得由香港地球之友舉辦的「知慳惜電」節能比賽獎狀，亦從 2011 年起獲得商界展關懷獎和開心企業獎。

我們已就信息系統的安全管理獲得 ISO27001:2013 認證，證明公司的信息風險管理流程都達到國際標準。

