



Amoy Food Limited 淘化大同食品有限公司



Amoy Food Limited establishes a strong culture of excellence driven by a clear Vision – “leading market shares in soy sauce and frozen food” and building a “great place to work”. Its people’s enthusiasm can be seen in the following areas:

Leadership

Amoy Food Limited sets out clear Vision, Mission and Values (Humanism, Openness and Enthusiasm), which create an environment for empowerment, innovation and organizational agility. The overall company direction has been translated into both short and long term strategies by the Executive Committee through a Strategic Thinking Workshop and deployed to the next level of management team by Managers Meetings. The success of strategies is measured by the achievement of Key Performance Indicators, which are regularly reviewed by the management team.

Strategic Planning

Amoy Food Limited’s strategic planning process involves 30 key executives in a Strategic Thinking Workshop to create a higher sense of ownership. Information including research, surveys, audits and various tests used for the planning process are highly customer-oriented and result in customer satisfaction and in turn the leading market position. Strategies are translated into a set of clear measurement and action plans monitored by the management team at different levels.

Customer and Market Focus

Amoy Food Limited uses different channels including research programmes, audits, tests and surveys to identify customer requirements in improving product quality and identifying new business opportunities. Amoy invests significantly in advertising and consumer promotion to foster customer relationships. In addition, Amoy handles complaints systematically and brings them to the Executive Committee for immediate attention.

Measurement, Analysis, and Knowledge Management

Amoy’s performance management systems, “CARAT” and

淘化大同食品有限公司秉持「領導醬料和冷凍食品市場」及「營造理想工作環境」的清晰遠景，建立了根深蒂固的精益求精文化，其員工的投入程度於下列範疇可見一斑：

領導才能

淘大訂立了明確的宗旨、使命和價值觀（以人為本、開明、親近、熱誠），營造出鼓勵權力下放、創新和靈活的企業環境。淘大的執行委員會透過策略思考工作坊，制訂公司的整體發展方向，然後細分為短期和長期策略，再於管理級會議上交由管理團隊有效部署。淘大並且制訂了主要表現指標，評估業務策略的成果，而管理團隊亦會定期檢討這些指標。

策略性規劃

淘大的策略性規劃程序，主要安排三十位要員參與策略思考工作坊，藉以加強管理人員的責任承擔。整個規劃過程參考了不少資料，包括研究、調查、評核和各種測試結果，全部均與客戶有密切關係，務求令客戶稱心滿意，繼而保持淘大的市場領導地位。淘大所制訂的業務策略，全部會轉化為明確的評估和行動計劃，並且交由管理團隊於不同層面監督。

顧客及市場焦點

淘大運用研究計劃、評核、測試和調查等不同渠道，了解客戶對產品的要求，藉以改善品質和物色新商機。淘大並且投資龐大金額，推行廣告和消費者推廣活動，藉此與客戶建立良好關係。此外，淘大設有系統化的投訴處理制度，所有投訴均會提交執行委員會，務求即時解決。

評估、分析和知識管理

淘大設有名為「CARAT」和「EXCELL」兩套表現管理系統，兩者均與母公司的系



“EXCELL”, which are closely linked with those of the Parent Company, are in place to monitor and analyze budget and profit status. The performance analysis is conducted both at operational and strategic levels to support senior leaders’ decision-making. In addition, Amoy establishes several vehicles for identification and sharing of best practices, which can be accessed through newsletters and the corporate intranet.

Human Resource Focus

Amoy uses the “Odyssee” and “PDR” systems, which are employee performance and development systems, to assess people’s strengths and areas for improvement, leading to the identification of plans for personal and professional development. A set of 12 managerial competencies has been developed to assess staff skills and competence to meet job requirements. A hygiene committee has been set up to improve workplace health and safety. An ergonomics assessment is conducted to improve working environment. Training sessions are arranged for staff to address their different training needs and rewarding programmes are in place to recognize employees’ contribution.

Process Management

Amoy’s value creation processes include market research, product development, sales and marketing, quality management and supply chain management. Through these processes, Amoy strives to create a set of intangible assets such as brand capital, knowledge capital and social capital. These processes are monitored using a clear set of key financial and non-financial performance measurement indicators.

Business Results

Amoy has been the market leader for soy sauce and frozen dim sum for the past several years with an increasing market share and highly impressive customer satisfaction level. In addition, Amoy has won many awards such as the “Hong Kong Top Ten Awards” and the “Hong Kong Top Ten Supermarket Favourite Brands (for dimsum)”. These achievements are also reflected in the year-on-year retail sales growth and profit growth achieved over the past years.

統緊密聯繫，以便監察和分析預算和盈利狀況。淘大並會同時分析本身的營運和策略表現，藉以協助高級管理層作出決策。此外，淘大為樹立和分享最佳營運制度，特別設有公司通訊和公司內聯網等不同渠道，讓員工查閱有關資料。

人力資源焦點

淘大設有員工表現和發展系統「Odyssee」和「個人表現及發展評估」(Performance and Development Review)，用以評估員工的長處和弱點，以便制訂有效的個人和專業發展計劃。淘大制訂了十二項管理才能指標，評核員工的技巧和才能，確保他們能勝任工作。淘大亦設有衛生委員會，專責改善職業保健和安全，並且會進行人體工學評估，以改善工作環境。此外，淘大會安排各式各樣的培訓活動，滿足員工的不同培訓需要，同時設有多項獎勵計劃，表彰員工的貢獻。

程序管理

淘大的增值程序包括市場研究、產品開發、銷售和市場推廣、品質管理，以及供應鏈管理。淘大透過這些程序，致力創造品牌資本、知識資本和社會資本等無形資產。淘大並會運用一系列財務和非財務表現評估指標，妥善監察這些程序。

業績

過去數年，淘大成功於醬料和冷凍點心市場保持領導地位，市場份額不斷增長，而且顧客的滿意程度一直處於高水平。此外，淘大贏得不少獎項，例如「香港十大名牌」和「香港超市十大品牌（點心）」。淘大近年的零售額和盈利亦穩步上揚，盡顯公司的優秀成就。