



Techtronic Industries Co Ltd 創科實業有限公司



Techtronic Industries

Techtronic Industries Co Ltd (TTI) has successfully fostered a company-wide passion for customers, products and services. Strong commitment to innovation and a continuous improvement culture are established and instilled to employees at all levels. The key strengths and best practices are summarized as follows:

Leadership

The senior management has clearly spelt out the organizational values and objectives. Strong leadership, teamwork and effective communication are key elements that lead to an open and interactive environment for the staff to create values and services that exceed customer expectations. TTI strongly believes that its staff is its most important asset. It also actively participates in social activities. In the aspect of corporate governance, guidelines on business ethics and behavioral standards are set and explained to employees.

Strategic Planning

A clear growth strategy is well defined for the business. A good balance between organic growth and acquisition is achieved. The Group's strategic focuses and objectives are translated into divisional and departmental targets and plans, and built within an integrated system. During the planning process, scenario planning is adopted and performance evaluation and a measurement system are implemented to ensure business targets are achieved.

Customer and Market Focus

Extensive communication channels are established to keep listening methods current with business needs. These include customer surveys executed through Internet-based focus groups. Customer focus is built around Product Innovation, Quality Culture, Cost Competitiveness and Quick Response. TTI treats customers as business partners and aims to establish long-term relationships with them. It also invests in technology and people to deliver quality on a real-time basis. A three-level response system at the Call Center and a Web-based forum are established to develop relationships with customers.

Measurement, Analysis, and Knowledge Management

An Oracle Enterprise Resource Planning system is adopted

創科實業有限公司（創科實業）已成功培養出公司上下對客戶、產品和服務的熱忱，並且致力建立創新和精益求精的文化，然後灌輸至各級員工。評審委員會現將其主要優勢和傑出制度總結如下：

領導才能

創科實業的高級管理層清楚闡述了公司的信念和目標。公司憑藉傑出的領導層、團隊精神和有效的溝通，營造出開放和互動的工作環境，讓員工提供增值服務，超越客戶的期望。創科實業深信員工是最重要的資產，並且積極參與社會活動。至於企業管治方面，創科實業設有商業道德和行為標準守則，並會向員工詳細解釋。

策略性規劃

創科實業已制訂明確的發展策略，當中兼顧了公司的內部成長和收購機遇。創科實業所有戰略焦點和目標，均會轉化為不同部門的目標和計劃，並在一套綜合系統內建立。創科實業規劃業務時，會考慮各種可能發生的情況，然後制訂相應的計劃。公司並會執行一套表現評估和測量系統，確保達到業務目標。

顧客及市場焦點

創科實業設有各式各樣的溝通渠道，包括透過網上目標群體進行的客戶調查，務求有效聆聽客戶的聲音，配合公司的業務需要。創科實業服務客戶的宗旨，建基於產品創新、優質文化、低廉成本和迅速回應的理念。創科實業視客戶為業務夥伴，希望與其建立長遠關係，並且大力投資發展技術和培訓員工，以提供卓越的實時服務。創科實業為旗下的電話服務中心設定了三層回應制度，並且建立了網上論壇，務求與客戶發展關係。

評估、分析和知識管理

創科實業採用了甲骨文的企業資源規劃系統，以便收集和整合數據和資料，監察公司的日常運作和整體表現。這套系統同時



to collect and integrate data and information for tracking daily operations and overall organization performance. It also provides technical and quality management support to suppliers and vendors to equip them with the knowledge and skills to meet requirements. The Knowledge Support and Training Team is set up to offer knowledge support, design guideline compliance and on-the-job training to engineers. The information portal is another means for communicating company information.

Human Resource Focus

A performance management system is established with objectives such as recognition for accomplishment, training and development needs identification, and others. Two-way communication allows management and employees to express their opinions and viewpoints. Life-long learning is promoted to encourage employees to improve job knowledge and quality of work. In the aspect of employee well-being, the office layout has been re-designed to offer a comfortable environment to employees. TTI also invites professional consultants to provide advice on safety and security issues to ensure compliance with all safety regulations.

Process Management

TTI emphasizes the Plan, Do, Check, Act (PDCA) cycle for its continual improvement process. A comprehensive product design and development process involving various parties is established to ensure that quality is met. In addition, a vendor audit process is established to develop long-term relationships with vendors. 5S is carried out throughout all facilities. TTI has adopted a lean culture and an industry best practice approach with great emphasis on product quality, supplier quality and competitiveness.

Business Results

The business results are encouraging. The various awards presented to TTI from several internationally renowned professional organizations reflect the success of its business strategies and efforts. To cite a few examples of TTI's achievements, turnover ratio fell from 3.11 per cent in 2001 to 1.8 per cent in 2003; around 12 per cent of staff in Hong Kong got promoted last year; and both IQC and OQC acceptance rates improved greatly.

為供應商提供技術和品質管理支援，協助他們掌握所需的知識和技術。創科實業並成立了知識支援和培訓小組（Knowledge Support and Training Team），為工程師提供知識支援、協助他們遵守設計守則，以及為他們安排在職訓練。此外，創科實業設有資訊入門網站，作為傳達公司資訊的另一渠道。

人力資源焦點

創科實業設有員工表現管理系統，當中設定了多項目標，包括表揚員工的建樹、確定員工培訓和發展需要等等。創科實業並建立了雙向溝通渠道，讓管理層和員工互相表達意見和看法，而且積極推廣終身學習的概念，鼓勵員工加強專業知識和工作素質。至於員工福祉方面，創科實業重新設計了辦公室的佈置，為員工營造舒適的工作環境，並且邀請專業顧問，提供安全和保安方面的意見，確保公司遵守所有安全規例。

程序管理

創科實業強調「規劃、實行、檢查、改進」（PDCA）的循環，力求不斷改善業務程序，公司並確立了全面的產品設計和開發程序，當中納入了各方的意見和努力，確保能達到品質標準。此外，創科實業設有供應商評核程序，務求與供應商發展長遠關係，而且旗下所有廠房均推行5S制度。創科實業已建立精實文化，以及業內最佳實務方針，非常注重產品素質、供應商素質和競爭力。

業績

創科實業的業績令人鼓舞，榮獲不少蜚聲國際的專業機構頒發獎項，反映公司的業務策略和努力已取得成果。創科實業於不同範疇均表現出眾，例如員工流失率已由2001年的3.11%，減至2003年的1.8%，而且去年有12%香港員工獲得晉升。此外，創科實業的來料檢查（IQC）和成品檢查（QQC）接受率均大幅上升。