



## Report from The Board of Examiners 評審委員會報告



### **Manfield Coatings Co Ltd** **萬輝塗料有限公司**

***Manfield Coatings Co Ltd was founded in 1986 to provide high quality customized paint and pretreatment products and on-site technical services to industrial manufacturers. The end-customers of these manufacturers, mainly in Europe and USA, call for stringent paint requirements. Being 'Prompt & Reliable' is the core value driving all its business activities, and Manfield manages to hold more than 50 per cent of market share within its core (metal toy) market.***

#### ***Leadership***

The Senior Leader of the Company continuously seeks opportunities to improve his leadership style and business knowledge. Under his leadership, an environment of empowerment has been created throughout the company. Managers and employees are never penalized for risk-assessed innovative attempts. On

the product side, the Company is conducive to the manufacturing of end products that are safe and non-hazardous to the end-customer. Apart from that, the Company has contributed to various charitable activities in Greater China, including setting up a children's home in Fuzhou.

#### ***Strategic Planning***

The strategy development process is structured and fact-based. In particular, changing regulations in China are carefully monitored and implications are reported to management for quick response. The Company has identified annual strategic objectives in several key areas including: sales, service, product development, innovation and quality. Adhering to these objectives enables it to be prompt and reliable. Properly monitored action plans and improvement projects are implemented to achieve these objectives. Management gives their support by offering adequate resources, including investment in human capital.

#### ***Customer and Market Focus***

The Company gathers customer and market knowledge by paying frequent visits to its trading partners and customers. Customer Service Technicians are strategically located

near key customers to provide timely response to customers' requests. In order to ensure customer satisfaction and loyalty indices are continuously monitored. In addition, there are dedicated personnel to handle customer enquires and complaints.

#### ***Information and Analysis***

Quality and performance indices, both company-wide and departmental, are collected and trends are closely monitored. Comprehensive analysis of these trends is performed regularly to drive timely preventive and corrective actions. In order to better conform to new management processes that are introduced to meet ever-changing customers' needs, the Company is going to install a new ERP system in addition to its existing one.

#### ***Human Resource Focus***

The Company encourages creative thinking and continuous improvement through a great variety of initiatives, such as EGSS, CIS, QCC and QIT. Employee training, reward and recognition, performance appraisal, job rotation, career development, knowledge sharing and other systems have been implemented successfully to create a motivated



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and efficient workforce.

## **Process Management**

Design, production, delivery, business and support processes are clearly identified and depicted in diagrams. Customer requirements are clearly defined and fulfilled through careful and thorough planning and implementation

processes. Key Performance Indicators are closely tracked and feedback systems are in place to ensure gaps are properly filled.

## **Business Results**

The Company maintains more than 50 per cent market share of its core (metal toy) market, and carries a high profitability amongst its competitors and

industry leaders. Customer satisfaction and loyalty targets have been exceeded. Moreover, the employee satisfaction is also very high. It could be reflected from the fact that 85 per cent of the employees made advancement in their jobs by the company's extremely low turnover rate in 2002.

萬輝塗料有限公司(「萬輝」)於一九八六年成立，專門為工業生產商提供品質卓越、符合要求的漆料和塗漆前處理產品，以及實地技術支援服務。這些生產商的顧客主要來自歐美，對漆料的要求極為嚴格。萬輝秉持「迅速可靠」的核心價值，推動旗下所有業務活動，成功在核心的金屬玩具市場保持超過五成的佔有率。

## **領導才能**

萬輝的公司負責人不斷物色機會，改善本身的領導方式和業務

知識。在他的領導下，萬輝成功建立強化員工職能的環境，鼓勵主管和員工於評估風險後，積極推行創新計劃。至於產品方面，萬輝致力為用戶提供安全無害的產品。此外，萬輝亦積極參與大中華地區的慈善活動，包括在福州興建孤兒院。

## **策略性規劃**

萬輝制訂策略的程序結構嚴謹，而且以事實為本。公司尤其會密切監察中國法規的轉變，並且迅速向管理層匯報影響，務求及早制訂對策。萬輝已於銷售、服務、產品開發、創新和品質等多個主要範疇確立每年的戰略目標，而貫徹推行這些目標，有助公司「迅速可靠」地經營業務。為達到目標，萬輝積極推行業務計劃和改善項目，並且妥善監察成果，而管理層則提供足夠資源，

包括投資發展人力資本，以表達他們的支持。

## **顧客及市場焦點**

萬輝經常探訪貿易夥伴和客戶，藉以搜集客戶和市場資料。公司並將客戶服務技術員巧妙地部署於主要客戶附近，以迅速回應他們的要求。為確保客戶稱心滿意，萬輝亦會持續監察客戶忠誠度的指標。此外，客戶所有查詢和投訴，均會交由專人處理。

## **資訊及分析**

萬輝會收集公司本身，以及各部門的品質和表現指標，並密切留意當中的趨勢。公司會定期全面分析這些趨勢，務求盡快制訂預防和改善措施。為有效配合全新的管理程序，迎合不斷轉變的客戶需求，萬輝即將增設一套全新的企業資源規劃系統，加強現有的系統功能。



## 人力資源焦點

萬輝推行了林林總總的計劃，例如EGSS、CIS、QCC和QIT，鼓勵員工發揮創意，不斷改善業務表現。萬輝並順利推行了員工培訓、獎勵和嘉許、表現評核、輪班工作、事業發展、知識分享等制度，建立一支士氣高昂、效率卓越的團隊。

## 程序管理

萬輝清楚確定了產品設計、生產、付運、經營和支援的程序，並且將流程以圖表清晰表達。萬輝亦明確界定了客戶的要求，並且透過嚴謹和透徹的規劃和執程序，滿足他們的需要。此外，萬輝亦會密切留意公司的表現指標，並且設有回應制度，確保能有效收窄目前情況與目標的差距。

## 業績

萬輝成功於核心的金屬玩具市場，保持超過五成的佔有率，而且盈利能力更勝其他競爭對手和領導廠商。萬輝於客戶滿意度和忠誠度方面，更超越了公司訂下的目標。此外，八成半萬輝員工均於工作上取得突破，而且二零零二年的員工流失率極低，反映員工對公司非常滿意。